FACTORS INFLUENCING EMPLOYEE MOTIVATION AT THE BAMBURI CEMENT LIMITED

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Declaration

I declare that this is my original work and has not been presented in any other University or College for Examination or Academic purposes.

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This project has been submitted for examination with my approval as the university supervisor.

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Acknowledgments

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Dedication

This project is dedicated to my family members.

Abstract

Most companies today realise the importance of having a motivated workforce as it enables them to perform better at work and in the long-term, helps to boost growth of the organisation. The companies therefore strive to provide better working environments, employment contract terms, and welfare provisions as well as providing opportunities for employees to grow and nurture their talents. All this is done to attract and retain the best employees in the market. This research therefore seeks to answer the question: what is the effect of leasing out employees of Bamburi Cement Limited Kenya to partner organizations on their motivation. The research was conducted at Bamburi Cement Ltd to determine the factors that influence employee motivation among its staff. BCL has 550 permanent employees based in their Athi River, Upper Hill and Mombasa branches. Primary data was collected using structured questionnaires. The questionnaire which has two sections contained both close-ended and open-ended questions. The first section of the questionnaire contained questions on the bio-data of the respondents and the second section contained questions relevant to the objective of the study. Data was analysed and presented using descriptive statistics such as means, frequencies, percentages and standard deviations. From the study it can be concluded that there are several factors that affect employees' motivation in organizations which include supervision, employee development, pay and benefit, reward and recognition, work environment and these are well practiced in Bamburi cement Limited.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Bartlett and Ghosal (2002) have observed that most companies today are aware that it is important to have skilled and motivated workers in order to succeed. They state that human, not financial capital must be the starting point and on going foundation of a successful company strategy. In other words, success of a company no longer depends on the capital or technology in use but more and more on the know-how, expertise and attitude of an employee. All these three attributes can be developed and nurtured in an organization.

Gamble and Thompson (2011) support this and put human assets and developing skilled and special expertise as one of the four most used and reliable strategies by companies that give them an edge over competitors. This is because other strategies: focussing on a narrow market niche, developing cost-based advantage and creating a differentiation-based advantage can be substituted and matched by the competitor; whereas human-based skills, specialised know-how or experience that are developed by a company over a period of time are difficult for competitors to duplicate.

Most companies today realise the importance of having a motivated workforce as it enables them to perform better at work and in the long-term, helps to boost growth of the organisation. The companies therefore strive to provide better working environments, employment contract terms, welfare provisions as well as providing opportunities for employees to grow and nurture their talents. All this is done to attract and retain the best employees in the market.

1.1.1 Employee Motivation

Vroom (1964) suggested that motivation and ability were identified by several authors as the two factors that influence productivity levels of employees, leading to study efforts to obtain data on both capacity to work and will to work. McClelland (1951) agreed that motivation leads to an increase in productivity but only to a certain level, where further increase in motivation leads to a decrease in productivity. This means that while studying the factors that motivate employees, managers need to be very precise in order to avoid ‘over-motivation’ which would result in reduced work output by workers.

According to Adair (2004), 50% of motivation comes from within the individual and the other 50% from their environment, and especially from influence of their leader and supervisor. He further claims that the act of motivating someone can either be a result of conscious or unconscious effort, hence managers need to be aware that at all times whenever they interact with employees, they have the capacity to influence their actions and behaviour.

Equally, Armstrong (2006) highlights two types of motivation, namely intrinsic and extrinsic. Intrinsic motivation is one where people use their internal drive to motivate to carry out tasks. Motivation is derived from the enjoyment one gets out of working. The drive may be acquired from having a sense of responsibility for what is expected of them, autonomy to carry out their duties and challenging work. Negative intrinsic motivation includes fear of getting fired for inefficiency or incompetence. Extrinsic motivation, on the other hand, includes things that companies do for their employees in order to motivate them to take the desired actions. People who are extrinsically motivated view their job as a way of fulfilling their needs. Extrinsic motivators include rewards that companies put in place to influence employees' actions such as pay and promotions. Negative extrinsic motivation includes withholding of pay.

1.1.2 Cement Manufacturing Industry in Kenya

The cement manufacturing companies in Kenya are Bamburi Cement Ltd (BCL), East African Portland Cement Ltd (EAPCC), Athi River Mining Ltd (ARM), National Cement Ltd and Mombasa Cement Ltd, established in 1951, 1933, 1973, 2008 and 2010 respectively; and expected to join them in mid 2012 is Savannah Cement Ltd. Bamburi Cement Ltd manufactures Nguvu, PowerMax and Power Plus cement and has a work force of 980 employees in their Athi River and Bamburi, Mombasa branches. East African Portland Cement Ltd, the manufacturers of Blue Triangle cement began manufacturing cement in Kenya in 1958 and have their operations in Athi River with a workforce of about 1200 employees. Athi River Mining Ltd, manufacturers of Rhino cement began manufacturing cement in Kenya in 1985 and has branches in Athi River and Kaloleni, Mombasa. National Cement Ltd and Mombasa Cement are the manufacturers of Rhino and Nyumba cement respectively (www.cuts-ccier.org).

The demand for cement in Kenya is estimated to be about 3 million tons per year. The five companies produce about 3.5 million tons, of which Bamburi Cement produces 2.3 million tons. These companies also export their products to other neighbouring countries including Somalia, Democratic Republic of Congo, South Sudan, Mozambique, Rwanda and Burundi (Mumero, 2011). Kenya's demand for cement is projected to overshoot the current supply in the next two years. Furthermore, despite the fact that the building and construction sector is reported to have recorded slowed growth in 2010, compared to 12.4% in 2009 cement consumption recorded an increase of 21.1% in 2009. Similarly, cement consumption saw an increase of 16.2% in 2010 (Kenya Economic Survey, 2010 and 2011). The increased purchase of cement is attributable to continued demand for housing and accommodation due to increase in Kenya's population. Increased private building projects and also increased government expenditure on roads and building projects caused the increase in cement consumption during the past 3 years (Kenya Economic Survey, 2010).

Limestone which makes up about 90% of the final cement product greatly influences the location and profitability of cement manufacturing factories. All five of the cement manufacturing firms have their major plants located in Athi River, which means they share the raw materials. This makes competition for raw materials very high. Despite this, the success of these firms continues to attract more investors into the industry (Mumero, 2011).

1.1.3 Bamburi Cement Limited

Bamburi Cement Limited was founded in 1951 by a Swiss national and a director of Cementia Holding A.G. Zurich, Felix Mandl. Cementia later went into partnership with Blue Circle PLC (UK), who at the time had a controlling stake at the East African Portland Cement in Athi River. In 1989, Lafarge PLC of France, the worlds largest building materials group, acquired Cementia Holdings, and thus became a shareholder in Blue Circle. Lafarge PLC later bought Blue Circle in 2001 to become the largest building materials company in the world and BCL's principle shareholder.

BCL’s first cement plant was installed in Mombasa and started production in 1954 with an annual capacity of 140,000 tonnes of cement. The choice of Mombasa was influenced by presence of a wide source of coral stone, the main raw material for cement. Currently, the Mombasa plant has the capacity to produce 1.3 million tons of cement per year. BCL is the largest cement manufacturing company in the region and its Mombasa plant is the second largest cement plant in sub-Saharan Africa. BCL has three subsidiaries in East Africa, namely Hima Cement Ltd (HCL) in Uganda, Lafarge Eco Systems Limited (LES) and Bamburi Special Products (BSP).

The cement manufacturing industry is a fast growing and competitive industry in Kenya and the wider Eastern Africa. The entrance of two more manufacturing companies in 2008 and 2010 brought about a decrease in the price of cement while also making it more accessible to the customers (Were, 2011). The new players in the market are seeking competent, trained and experienced staff for their production lines. Blue collar workers in BCL are mostly sourced from the supply of casual workers available in Athi River town, whereas the white collar workers in senior management positions all possess similar work experiences, having been sourced from the job market during the same period and therefore hold similar education qualifications (discussions with senior manager of BCL). This poses a serious challenge to BCL to ensure that its staff are well motivated and have a strong sense of loyalty, otherwise they can be poached by new entrants who are seeking already trained and developed staff. Any staff leaving BCL is a major loss to the company since it has spent huge amounts of money to train and develop their staff.

1.2 Research Problem

According to Bruce (2003) motivation is closely linked to morale, which has something to do with enthusiasm and commitment that employees have when they carry out their work. She further says that morale directly affects employee motivation at work in that when there is high morale there is high motivation. Hodgetts and Hegar (2008) agree stating that morale affects motivation, which in turn affects productivity. Hence low morale or ineffective motivation can be costly to an organization because it will result in low productivity.

BCL has witnessed high revenues and success for the last five years. It can be assumed that this success is a result of high productivity of the employees which has been made possible because of high staff motivation. Furthermore, despite the fact that over the years, BCL has lost its market share from 58% in 2007 to about 39% in 2012 to the rest of the companies and especially the new entrants, it still boasts higher profitability than other companies (Were, 2011). This suggests that BCL employees are likely to have higher motivation. This is supported by Sorcher and Meyer (1969) who carried out research on employee motivation of factory employees and from the findings concluded that high productivity of employees is impacted by or is a strong indicator of high motivation.

A SWOT analysis carried out by Kestrel Capital Ltd indicated that one of the major strengths of BCL is that they have skilled human resources and management capability (Kimanthi, 2009). BCL is listed in the Nairobi Stock Exchange and its profitability and expected future success is of major interest to domestic as well as foreign investors. Most of the research that has been undertaken has been by capital investment firms such as Kestrel Capital (www.kestrelcapital.com) and is on the company's viability as a good investment attraction.

Other researches have mainly focused on strategic management aspects of the cement manufacturing industry. These include Otindo (Competitive Strategies Adopted by Kenyan Cement Firms in a Turbulent Business Environment, 2011), Obiero (Supply Chain Management Practices in Cement Industry in Kenya, 2011), Nyawira (Responses by Cement Companies to the Strategic Challenges Posed by Competition in the Industry, 2010) and Mudunya (Response Strategies to Environmental Challenges by Firms in Cement Industry, 2007), among others. The only research carried out on factors influencing employee motivation collected data from Teacher's Service Commission (Kihara, Factors Influencing Staff Motivation in Teacher's Service Commission, 2008) and Kenya Polytechnic (Kiilu, Employee Motivation at Kenya Polytechnic, 2008). Both findings reported that the employees of the two institutions are poorly motivated. These studies however, did not identify factors that influence employee motivation in the organizations that were surveyed.

From the foregoing, there does not seem to be a study that has been carried out on factors that influence employee motivation. It is expected that if BCL focuses on the specific 'needs' that employees was motivated to satisfy, their success was guaranteed especially in the future where more competition in the industry is predicted (Were, 2011). This research hence seeks to answer the question: what are the factors that influence employee motivation in Bamburi Cement Limited?

1.3 Research Objective

The objective of this study is to establish the factors that influence employee motivation in Bamburi Cement Limited.

1.4 Value of the Study

This study was important in a number or ways:

To investors, who include both corporate and individual investors, the study will help increase profitability as they will understand the motivation factors of employees of the cement manufacturing industry who are the companies' most important assets.

To the academic world, the study will contribute to new knowledge and provide areas for further research.

To the cement manufacturing companies, the study will help identify the factors that motivate their employees and hence help them enhance their productivity. This will also the company's competitive edge and ensure that the firm is in a better position to compete effectively with other firms in the same industry.

The researcher will also benefit from this study by acquiring new knowledge on the concept of employee motivation. The researcher will also gain experience in conducting researches which will facilitate the undertaking of future researches effectively.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter will present a review of both empirical and literature data on the aspect of employee motivation.

2.2 Concept of Employee Motivation

Motivation is defined by Hodgetts and Hegar (2008) as a group of processes that encourage a person to take action towards a particular goal. They further assert that any study of motivation must focus on both the why and the how of what influences peoples' action. The how is covered by the incentive that can entice an individual enough for them to perform a certain task. The why is not easy to describe, and covers the needs, drives, wants and impulses that move a person to act.

Armstrong (2006) defines motivation as those factors that influence people to take specific actions, and further states that if you motivate people, they will move in the direction that you want them to in order to achieve certain goals. He says that people will most likely repeat certain actions if the goals that were set to fulfil certain needs are achieved or accomplished. Therefore companies need to figure out the needs/drives of individual employees as a basis to understanding what will motivate them to take required actions. The more people are motivated to achieve the goals set for them, the more they are likely to do their best at work and this can even improve their motivation further (MTD Training, 2011).

Stratheford (2012) states that employees in a company are involved in almost every aspect of the company hence effective motivation systems need to be put in place to influence employees to be as productive as they can be. Bruce (2003) claims that there is a direct link between employee motivation and their performance because employee enthusiasm and excitement was reflected in the quality of their work. Kroth (2007) states that a well motivated employee will not always be productive commensurate with his/her internal motivation. This is because there are other factors such as resources and a good working environment that can affect motivation. It is therefore clear that managers need to focus on both intrinsic and extrinsic factors of motivation that may affect the employees because both are required for developing a comprehensive motivation system for staff.

Research work carried out by MTD Training (2011) points out that companies need to understand how people feel motivated so that they can be able to encourage them to perform at their peak while at work. Armstrong (2006) suggests that if companies do not encourage employees to perform their best, the employees can do the bare minimum required just to keep from being fired. Stratheford (2012) argues that all workers have different characters hence require different ingredients of motivation. People are different because their ability, intelligence, attitudes, character and the influence for their environment differs, and as a result, their needs and wants which affect their motivation, will differ (Armstrong 2006). Companies therefore need to take into consideration what the people they want to motivate believe is important to them in order to offer them incentives to satisfy these desires.

2.3Approaches to Motivation

Armstrong (2008) highlighted three approaches that can be employed to motivate employees: valuing people, providing financial rewards and non-financial rewards. He elaborated that people need to feel valued and managers can do this by showing trust, giving them just treatment and by providing them with financial and non-financial rewards to show they are appreciated. Financial rewards are in the form of payment or any other remuneration. He further states that workers who are used to getting a fixed salary may not be motivated by it, but was come dissatisfied when it lacks because it provides the means to satisfy the physiological, security and self-esteem needs to a great extent. He also states that despite this, pay acts as a dominant factor in the selection of employers and also for retaining employees in certain companies.

Non-financial rewards include recognition, achievement, opportunity for advancement, responsibility and independence. Armstrong (2008) suggests that recognition is one of the most successful ways that managers can use to motivate their employees because it means that management will listen to their contributions and employees will receive feedback from them when they have been successful in achieving goals set for them. The other aspects of non-financial rewards involve giving employees more responsibility, enabling them to be exemplary in their work, which they will undertake with minimal supervision and providing opportunities for the employees to advance their education and professional qualifications (Armstrong, 2008).

The following are the positive effects for the organization and for individual employees when there is high motivation in the workplace: job satisfaction improves, work effort increases, working environment improves, employees focus on attaining results, drive for work is created, employers can tap the full potential of employees, everyone is able to fully understand their role and the entire teams' skills increase (MTD Training, 2011).

Vroom (1964) discussed the positive effects that job specialization has on employee motivation and productivity and stated that it allows placement of employees in job positions that they are qualified in. Vroom also argued on the importance of feedback as a motivator. He claims that when a worker is involved in performing many operations, they would appreciate feedback on the success of their performance so that they may be able to change their actions to increase their chances of success before completing the work.

It is important for managers to understand their employees and what keeps them from performing their best at work. It is essential for managers to identify the reasons that result in low employee motivation because it will make a difference in the impact of the selected motivator and the success of its application (MTD Training). Some issues suggested include lack of required capabilities for the job, inequitable opportunities at work, lack of challenging aspects in the job, lack of appreciation at work, lack of good working relations with other colleagues, personal problems, wrong work attitudes and wrong job fit (MTD Training, 2011). The issues also include disagreeable management decisions, lack of rewards or praise (Bruce 2003). Robbins and Judge (2007) add having unsatisfactory rewards system, inadequate performance appraisal systems, poor communication in the workplace and misunderstood goals to the list. Vroom (1964) said that job specialization can have negative effects and result in low motivation in situations when the workers' job is too simplified.

Indicators of low motivation in the workplace include: high rate of absenteeism, high rate of employee turnover, increase in accidents in the workplace, unnecessary wastage and breakages in the office, an increase in number of complaints and grievances from employees (Educational Institute, 2007). Hess and Orthmann (2012) add low productivity, low enthusiasm, low cooperation and tardiness in the workplace as indicators of low employee motivation.

2.4Theories of Motivation

Early theories of motivation based on studies and research initially focussed on the needs that people deem important and want to satisfy. Later theories on setting goals and more recently on long term goals, that is, what employees think is import in their work-based life so as to encourage them to perform at their best (Latham, 2007). According to Robbins and Judge (2007) the 1950s saw the formulation of the early and bulk of motivation theories which formed the foundation for future theories in later years. Despite the criticisms of these early theories, they are still being used by managers on regular bases while discussing employee motivation. The early theories include Maslow’s Hierarchy of Needs, McGregor’s Theory X and Theory Y and Herzberg’s Two-Factor theory. Later came the contemporary theories of motivation which form the basis of current motivation theory thinking and include Victor Vroom’s Expectancy theory, Latham and Locke’s Goal-setting theory and Adams’ Equity theory.

2.3.1 Maslow’s Hierarchy of Needs Theory

Abraham Maslow developed a theory based on satisfaction of human needs to achieve motivation. He claimed these needs were universal and the fundamental one was physiological. The rest of the needs were safety needs, social needs, esteem needs and self-actualization needs. Physiological needs are the most basic and include food, shelter and clothing. These needs can be met by paying salaries and wages and ensuring a safe working environment. Safety needs refer to physical and economic protection. Employers can satisfy these needs by providing benefits for example retirement plans. Social needs refer to the need for people to belong or be accepted by family, other individuals and groups. Employees want to maintain good relationships with workers and managers and participate in team work. Esteem needs include the need for others to recognise our value in society which leads to acquiring self-respect and status amongst other attributes. Self-actualization refers to one's drive towards attaining their potential and self-fulfilment (McGregor, 1969).

The hierarchy of needs theory functions in a way that already fulfilled needs no longer provided enough incentive to motivate employees. That is, once the lower-order needs were satisfied to a greater extent, ascendancy of the higher-order needs was triggered. Therefore, if managers want to motivate employees, they need to understand at what stage/level of the hierarchy the employee currently is and focus on providing opportunities to satisfy those needs at that level or above it (Robbins and Judge 2007). McGregor (1969) however states that the esteem and self-actualization needs are rarely satisfied. He asserts that

"…the typical industrial organization offers few opportunities for the satisfaction of these egoistic needs to people at lower levels in the hierarchy. If the practices of scientific management were deliberately calculated to thwart these needs – which, of course, they are not – they could hardly accomplish this purpose better than they do".

2.3.2 Theory X and Theory Y

David McGregor (1969) posited that management is tasked with the duty of guiding people's efforts and actions so that they seek to fulfil the organizational goals. With this in mind, Mc Gregor proposed that managers have two perceptions correlated with their assumptions of the nature of human beings and by extension, employees. These assumptions were labelled Theory X and Theory Y. Under Theory X, he asserts four assumptions about employees: that they are lazy and will generally try to avoid work, that force must be used in order to make them work, that they avoid responsibility and have no ambition and that they place security above all factors associated with work (McGregor, 1969).

He goes on to state that Theory X is an inadequate method to assess motivation because the nature of employees as assumed are a consequence of management practice and not by the very nature of human beings. He then therefore brings up Theory Y which he claims is based on the true assumptions of human nature, which are that employees enjoy work and consider it as normal part of life, that they will work with minimal supervision if committed to achieving organizational objectives, that they can learn to accept responsibility and finally that they are capable of innovative decision-making even when not in managerial positions (Latham, 2007).

McGregor (1969) declared that Theory Y can be applied in the job enlargement concept as it encourages lower level employees to accept responsibility and also provides opportunities for employees to satisfy their social and egoistic needs. He further states that it can be used to involve employees in the decision-making process (Latham, 2007). However, one of the criticisms of this theory was that it lacked empirical evidence to support it.

2.3.3 Herzberg's Two Factor Theory

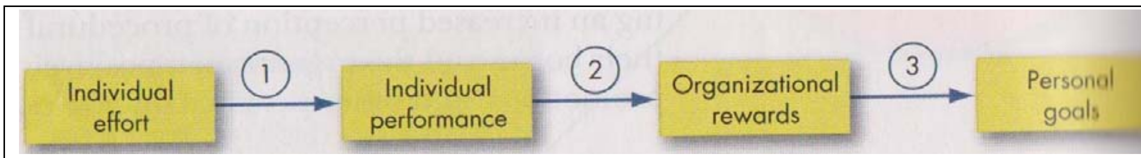
This theory, also called the Motivation-Hygiene Theory is one that identifies intrinsic factors that contribute to satisfaction and how the worker's environment can contribute to dissatisfaction of the employee following research conducted by Frederick Herzberg in answer to the question "what do people want from their jobs?" (Robbins and Judge, 2007). From the research, motivator factors are those that resulted in a positive feeling and self-actualization among employees and are achievement, recognition, responsibility, work itself, advancement and growth. Motivators lead to greater performance but their presence alone does not guarantee employee productivity (Herzberg *et al*, 1959).

Hygiene factors were named so because the environment in which the individual's has to perform his duties was psychologically unhealthy. They are non-task characteristics of the work environment that create negative feelings in the individual and are company policy and administration, supervision, salary, relationship with co-workers, personal life, status and security. The presence of these factors does not result in satisfaction but will simply reduce dissatisfaction. If provided, hygiene factors are not a strong motivator because their motivation effect will not last long, however, if not provided or if wrongly provided can be a major cause of dissatisfaction (Herzberg *et al*, 1959). Managers who want to motivate their employees should therefore focus on factors revolving around the actual work or to the benefits that employees can derive from the work (Robbins and Judge, 2007).

2.3.4 Expectancy Theory

Victor Vroom developed a mathematical model to explain motivation in organizations known as the expectancy theory. It focussed not on the needs of a person but on the outcome based on their effort. It is one of the most widely acknowledged descriptions of employee motivation because most of the evidence supports the theory (Robbins and Judge, 2007).

He came up with three variables which are necessary for motivation namely, valence, instrumentality and expectancy. Valence is the value of the outcome of work, expectancy refers to one's belief that effort will lead to a particular outcome and instrumentality is the belief linking one outcome to another. The theory explains that an employee is willing to perform with a high level of effort if s/he believes that it will lead to desired outcomes (Armstrong, 2006).



1 Effort-performance relationship – represented by expectancies

2 Performance-reward relationship – represented by instrumentalities

3 Rewards-personal goals relationship – represented by valence

Fig.1: Expectancy theory

Source: Robbins and Judge S. P. and Judge T. A. (2007). **Organisational Behavior.** 12th Ed. New Jersey: Pearson Prentice Hall (p.208)

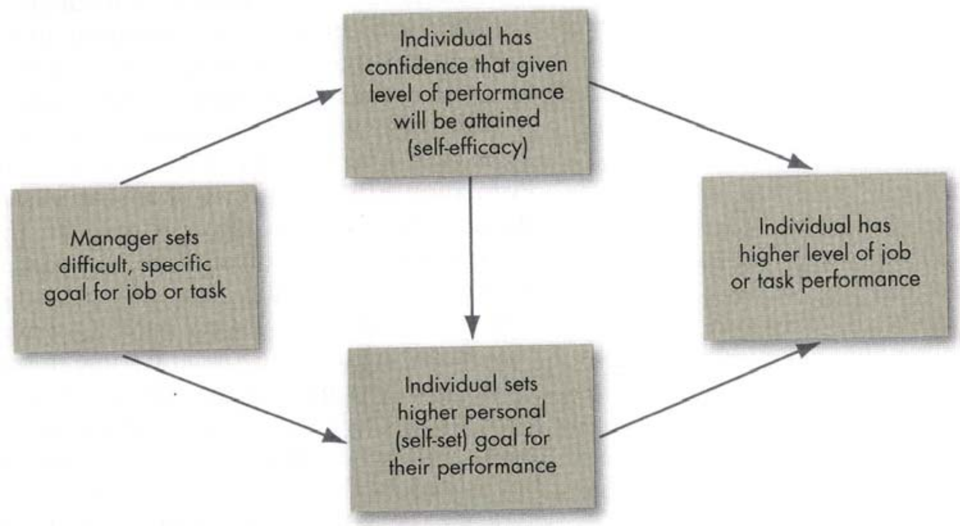
Robbins and Judge (2007) posit that the theory focuses on three relationships, namely: effort-performance relationship which is the perception of the individual that specific effort will lead to performance, performance-reward relationship which is belief by the individual that a certain level of performance will result to a desired outcome and the rewards-personal goals relationship which is the extent to which organizational rewards will satisfy the individual's desired personal goals (See Fig.1). It is hence important to understand the linkages between the three relationships for its application to be relevant.

2.3.5 Goal-Setting Theory

Armstrong (2006) states that the theory was developed by Latham and Locke and it posits that "… motivation and performance are higher when individuals are set specific goals, when goals are difficult but accepted and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Finally, feedback is vital in maintaining motivation, particularly towards the achievement of even higher goals" (p.261).

Fig.2: Latham and Locke's Goal-Setting Theory

Source: Robbins and Judge S. P. and Judge T. A. (2007). **Organisational Behavior.** 12th Ed. New Jersey: Pearson Prentice Hall (p.201).



Robbins and Judge (2007) stress that having specific goals to work towards will result in higher productivity as opposed to being told to "perform to one's best" because the specified goal will provide an internal incentive to push the employee to achieve the set goals (See Fig. 2). They give the example of a trucker with the specific goal of making 12 weekly rounds-trip hauls will outperform a counterpart trucker with no set goal, or a general goal of 'try your best'. Further to this, they reason that the reason that employees become more motivated by difficult goals is that difficult goals keep people more focused on the work that needs to be done, difficult goals provide an energy boost because they require more drive and effort to perform and finally they encourage the innovation of strategies to become more effective and efficient in performance of the task. Similarly, the importance of feedback is because it shows employees the difference between what they have done and what they want to achieve (Latham, 2007).

2.3.5 Equity Theory

This theory looks at an organization's policies and procedures and their fair application, declaring that it influences the employee's level of motivation. The theory is proposed by J. S. Adams and posits that if rewards and punishments are accorded correctly, employees feel that the company is fair. Equity should not be confused with equality, which means giving everyone the same treatment (Armstrong, 2006). Robbins and Judge (2007) give friends, other co-workers, peers, counterparts in other organisations or neighbours as the referent that an employee may choose to compare their experience or situation with.

Hodgetts and Hegar (2008) provide an example saying that if employees A and B earn the same salary and employee A feels that s/he does more work than employee B, employee A will feel s/he is being treated inequitably and may result in taking some action to rectify the perceived inequity if her/his salary is not increased. Possible actions that employees may take to rectify an inequity according to Robbins and Judge (2007) are: to reduce or increase the effort they put in their work, reduce or increase the level of their productivity, distort the perception they hold on their performance, distort the perception they hold on others performance, change the referent they have been comparing themselves to or choose to resign from the company.

Stratheford (2012) declares that distributive justice, which is ensuring equitable allocation of rewards and penalties is important to employee motivation and involves a system that deals fairly salaries, bonuses, leave time, working hours, promotions, transfers, dismissals, training, demotions and salary raises. More recently, Robbins and Judge (2007) asserted that distributive justice which the equity theory focused on has developed into organizational justice, which centres on the overall perception of fairness in the workplace by incorporating what the individual employee perceives as fair, the procedure used by the organization to grant the reward or penalty as well as the delivery of the reward/penalty as far as retaining the employee's dignity and respect is concerned.

2.5 Factors Influencing Motivation

Vroom (1964) highlights the following as factors that have an influence on employee motivation and hence an impact on their productivity: supervision, work group, job content, wages/salary and opportunities for promotion. Vroom elaborates further that under supervision, the kind of consideration for the employees' needs and feelings is what the supervisor should concern themselves with. He also states that supervisors who give their staff opportunities to assist in decision making promote their level of motivation, which in turn increases their productivity. Herzberg *et al* (1959) also state that the greatest motivation of an individual to work arises from a sense of personal growth in responsibility; of which can be granted to the worker by their supervisor.

Likert (1969) claims that organizations which apply the principle of supportive supervision experience an increase in non-economic motivation in general and from each individual employee which will result in increased teamwork which will improve productivity as each individual was focussed on achieving the organizations goals. He further states that the crucial factor in the relationship between the employee and the supervisor is that it is applied from the perspective of the employee. This shows the importance of effective supervision, and more so, a good relationship between the employee and the supervisor for increased employee motivation.

Under workgroup motivation considerations, the Hawthorne experiments provided empirical evidence that productivity increased even after work environment factors were not conducive to the women workers under study, such as when they were denied their rest breaks. This is because they developed other motivators such as creating social groups amongst themselves which raised their self esteem (Dhameja and Dhameja, 2009). This, therefore, highlights the importance of cohesiveness and social groups to improve workers' motivation. It also distinguishes between the intrinsic and extrinsic motivators and shows the workers' need for internal as well as external motivators.

Sorcher and Meyer (1969) in their study of motivating factory employees discovered that employees were more motivated and production was higher when there was less noise and the distance between work stations was minimal hence it allowed the workers engage in conversation amongst themselves in the factory; and lower production resulted when conversations between the workers was impossible. They however declared the low production a result of distraction in the work room from the noise and the increased motivation a result of environments where the employees could indulge in camaraderie while working.

As far as wages as a determinant of motivation goes, Vroom (1964) concluded from a study carried out in an oil refinery that workers may be satisfied with their wages, but can become dissatisfied with it if they compare themselves with their peers and discover that they are paid less. Lawler and Porter (1969) argue that organizations that wish to have highly motivated employees have to provide higher salaries and bonuses to the highly productive workers. Latham (2007) assessed that the beginning of the 20th century witnessed both support and criticism of the conclusion that wages/money is the primary motivation for worker efficiency. In the mid 20th century, Herzberg *et al* (1959) stated that salary would have more of a negative effect (dissatisfier) on motivation than it would act as a satisfier. Managers hence need to keep in mind that in as much as pay is not a motivating factor *per se* it is still important to employees and can lead to poor productivity and cannot be substituted with non-financial incentives.

Finally, opportunities for advancement are viewed by Vroom (1964) as a difficult motivational factor to study because once an employee is promoted, the new position involves different work groups, job content and salary. Herzberg et al (1959) hold that job advancement is a strong factor in motivating high productivity in employees and at the same time will have an insignificant effect in triggering low motivation when absent. Promotions are likely to motivate higher productivity even though they are not necessarily followed by a difference in the salary structure.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The research gave insights into the factors that influence employee motivation at Bamburi Cement Company. This chapter focused on research design, the target population, sample design, data collection and data analysis procedures that were employed by the researcher. Methodology refers to a systematic way of solving a research problem (Kothari, 2004).

3.2 Research Design

Research design refers to the means by which the researcher goes about obtaining the information to achieve research objectives (Kothari, 2004). Case study method was used to carry out the research. This design is considered appropriate because the researcher intends to carry out an in-depth study of Bamburi Cement Limited.

3.3Population

The research was conducted at Bamburi Cement Ltd to determine the factors that influence employee motivation among its staff. BCL has 550 permanent employees based in their Athi River, Upper Hill and Mombasa branches, who form the study's sample population.

3.4 Sample Design

This refers to the way of selecting a sample. There are two broad methods of selecting a sample, namely non probability and probability. Non probability sampling is based on a researcher's knowledge and opinion. In this type of sampling the sample characteristics cannot be generalized to the population. In probability sampling, each unit has an equal chance of being selected and the sample characteristics can be generalized to the population, although with a margin of error (Kothari, 2004). Stratified random sampling was used based on employee status in the company, that is, management versus non-management staff. Saunders et al (2007) state that the general guiding principle to sample size selection is to have a minimum number of 30, hence the respondents consisted of sixteen managers and twenty-four non-management workers from the cement firm (See Fig.3 for selection of sample size).

Fig. 3: Sample Size

NAME	PERMANENT EMPLOYEES TOTAL	MANAGERS : NON-MANAGERS	SELECTION	MANAGERS	NON-MANAGERS	SAMPLE TOTAL
BCL	550	2:3	7%	16	24	40

3.5 Data Collection

Primary data was collected using structured questionnaires. The questionnaire which has two sections contained both close-ended and open-ended questions. The first section of the questionnaire contained questions on the bio-data of the respondents and the second section contained questions relevant to the objective of the study, i.e. the factors that influence employee motivation. The self-administered questionnaires were hand delivered by the researcher to the respondents and picked later after completion.

3.6 Data Analysis

Data was analysed and presented using descriptive statistics such as means, frequencies, percentages and standard deviations. The results were presented in tables and charts. These assisted the researcher in explaining the conclusions of the quantitative data in line with the objective of the study to the readers.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION

4.1 Introduction

This chapter analyses the results of the data obtained through the questionnaire, discusses those results and the interpretation. The research objective was to establish the influence of motivation of Bamburi Cement Limited employees. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2 The Response Rate

A total of 40 questionnaires were distributed. The completed questionnaires were edited for completeness and consistency. Of the 40 questionnaires used in the sample, 38 were returned represented a response rate of 89.4%, which the study considered adequate for analysis. However, 2 questionnaires were not returned making a 10.6% non-response. The findings are presented in percentages and frequency distributions, mean and standard deviations

4.3: Demographic information

4.3.1 Gender of respondents

Table 4.1: Gender of Respondents

Gender	Frequency	%
Male	26	68.4
Female	12	31.5
Total	38	100.0

Source: Author (2012)

From the findings of the analysis as depicted on table 4.1, 66.1 % of the respondents were male while 33.9% of the respondents were female. This indicates that males respondents were dominant and were the majority employed by Bamburi Cement Limited.

4.3.2 Age of the respondents

Table 4.2 : Ages of Respondents

Age	Frequency	%
Below 25 years	3	7.6
Between 25 and 30 years	9	23.7
Between 30 and 35 years	15	39.0
Above 35 years	11	29.7
Total	**38**	**100.0**

Source: Author (2012)

It was established from the study as represented in table 4.2 that 39 % of the respondents are between the age of 30 and 35 years, 29.7 % of the respondents were more than 35 years, 23.7 % of the respondents were between the ages of 25-30 years, and those who were less than 25 years were a mere 7.6%.

4.3.3 Position within the organization

Table 4.3 Position within the organization

Position	Frequency	%
Top Management	8	21.2
Middle Management	18	45.8
Junior Management	10	28
General Staff	2	5.0
Total	**38**	**100**

Source: Author (2012)

It was determined from the study that majority of the respondents (45.8%) were in the middle management levels in their current organizations , 28% of the respondents indicated that they were in the junior management level in their current organization, 21.2% of them were in the top management while a mere 5% indicated that they were general staff. The results are presented in table 4.3.

4.3.4 Length of service at Bamburi Cement Limited

Table 4.4: Length of service at Bamburi Cement Limited

Length of service	**Frequency**	**%**
Less than 1 year	8	21.2
1 to 3 years	23	62.7
4 to 6 years	5	11.0
Above 6 years	2	5.1
Total	**38**	**100**

Source: Author (2012)

It was found, as indicated in table 4.4 that majority of the respondents (62.7%) indicated that they had worked in the Bamburi Cement Limited for a period of 1 to 3 years while 21.2% indicated that they had served in the same company for less than one year. 11.6% of the respondents indicated that they were in the Bamburi Cement Limited for a period of 4 to 6 years while 5.1% had served there for more than six years.

4.3.5 Length of service at your current position

Table 4.5 : Length of service at your current position

Length of service in position	Frequency	%
Less than 1 year	2	5.2
1 to 3 years	13	34.7
4 to 6 years	6	15.2
Above 6 years	17	44
Total	**38**	**100**

Source: Author (2012)

It was established from the study that majority (44%) of the respondents indicated that they had server at their current position more than 6 years while 34.7% indicated that they have served for a period of 1 and 3 years. 15.2% of them indicated that they have served their current position for a period of between 4 and 6 years and 5.2% indicated that they have done so less that 1 year. The results are presented in table 4.5.

4.4 Factors influencing employee motivation at Bamburi Cement Limited

Respondents were asked to rate a series of statement according to their actions within the past one month which will give indicators as to if they are motivated to work, based on earlier indicators discussed in chapter two on literature review. Subsequently, they were asked state the level of their agreement or disagreement to several factors that influence employee motivation based on their work in Bamburi Cement Limited.

4.4.1 Respondents' actions

Table 4.6: Respondents' actions over last month

Factors	**Mean score**	**SD**
Reporting to work on time	4.60	1.45
Leaving the office on time	2.26	1.46
Absenteeism	0.52	1.29
Meeting work deadlines	3.94	1.39
Involvement in conflict with colleagues	0.96	1.23
Achieving work results	3.68	1.42
Being focussed on work at the office	3.02	1.34
Being comfortable with giving suggestions to management	2.62	1.26
Involvement in disagreement with colleagues on resource sharing	0.59	0.94

Source: Author (2012)

Their responses, which are listed in the table 4.6 indicate that very often, respondents reported to work on time as presented by a mean of 4.60, completed work within the stipulated deadlines as per mean 3.94, were focussed according to the mean of 3.06

and achieved results at work as shown by mean 3.68. Further, the employees were not often absent from work as shown by mean 1.52, involved in disagreement with co-workers over resource sharing as per mean score of 0.59 and left the office on time less often as shown by a mean of 2.23.

4.4.2 Supervision

Table 4.7: Supervision

Factors	**Mean score**	**SD**
Management is loyal to workers	4.43	1.50
Staff is entrusted with responsibilities	4.76	1.45
I am provided with sufficient information relating to my work	3.69	1.53
Employees are involved in goal setting	3.80	1.33
Performance appraisal is carried out fairly	3.63	1.42
Disciplinary procedures are fair	3.60	1.42
There is effective feedback system	3.62	0.95
I am encouraged to voice my dissatisfaction(s)	2.05	1.90
My supervisor takes time to listen to my concerns/suggestions	3.16	0.76
I have been furnished with an accurate job description	2.72	1.09
Management decisions are communicated to employees promptly	4.25	0.94

Source: Author (2012)

The study sought to establish the respondents' views on the supervision they had in the Bamburi Cement Limited. It was established from the study that the respondents agreed on the statement that management is loyal to workers as a mean of 4.43 was obtained. The respondents agreed on the statement that Staff were entrusted with responsibilities as a mean of 4.76 was obtained and agreed on the provision of sufficient information relating to their work as a mean of 3.69 was obtained. On the statement that employees are involved in goal setting, a mean of 3.80 was obtained and this indicated that the respondents agreed. The respondents agreed on the statement that their supervisors were objective in rating during performance appraisals as a mean of 3.63 was obtained. On the respondents response on the disciplinary procedures are fair, they agreed to it while they indicated that there was effective feedback system as a mean of 3.62 was obtained.

It was indicated that the respondents disagreed on the statement that they encouraged voicing their dissatisfaction(s) as a mean of 2.05 was obtained while a mean of 3.16 was obtained on the statement that their supervisors took time to listen to their concerns/suggestions. On the statement that management decisions were communicated to employees promptly, a mean of 4.25 and this indicated the respondents agreed.

4.4.3 Employee Development

Table 4.8: Employee Development

Factors	**Mean score**	**SD**
My job offers potential for career growth	3.60	1.35
I have opportunities to make decisions	2.89	1.52
We have programs which focus on employee leadership development	2.19	1.53
There are opportunities for learning and development	3.15	1.55
Job offers room for creativity/innovation	2.91	1.40
My job utilizes multiple skills	3.04	0.09

Source: Author (2012)

It was determined from the study that the respondents agreed on the statement that their job offers potential for career growth as mean of 3.60 was obtained while they disagreed on the statement that they have opportunities to make decisions as a mean of 2.89 was obtained. The respondents disagreed on the statement that they had programs which focused on employee leadership development as this was in was indicated by the mean of 2.19. On the statement that there are opportunities for learning and development in the Bamburi Cement Limited, the respondents indicated that they agreed as a mean of 3.15 was obtained while they disagreed on the view that the job offered room for creativity/innovation as indicted by the mean of 2.91. On the contrary, the respondents indicated that they were exposed to modern technology as indicated by the mean of 4.54 while they agreed that their job utilizes multiple skills indicated by the mean of 3.04 was obtained.

4.4.4 Pay and Benefits

Table 4.9: Pay and Benefits

Factors	**Mean score**	**SD**
My remuneration is competitive	3.86	1.26
I am satisfied with the current health benefits	2.56	1.22
I am willing to work for this organization till retirement	3.54	1.16
I am happy with the allowances	3.95	1.11

Source: Author (2012)

The study sought to determine their respondents' responses on the issues pertaining Pay and Benefits in their former employer. It was determined that they indicated they agreed on the statement that their remuneration was competitive as a mean of 3.86 while they disagreed on the view that they were satisfied with the current health benefits in the Bamburi Cement

Limited as mean of 2.56 was obtained. A mean of 3.54 which indicated agreement on the statement that they willing to work for this organization till retirement while agreed on the statement that they were happy with the allowances offered in the Bamburi Cement Limited.

4.4.5 Reward and Recognition

Table 4.10: Reward and Recognition

Factors	**Mean score**	**SD**
Performance is rewarded by recognition	4.63	.67
My supervisor thanks/acknowledges my good work	3.89	.73
There organization's performance appraisal is fair and effective	3.71	.74
This organization values me	3.47	.97
I satisfied with the incentives provided by my organization	3.76	.68

Source: Author (2012)

The study sought to get the views of the respondents on the statements on the Reward and Recognition. It was determined that the respondents agreed on the statement that Performance was rewarded by recognition as a mean of 4.63 was obtained. A mean of 3.89 was obtained on the statement that their supervisors' thanks/acknowledges their good work indicated by the mean of 3.89. It was determined that the respondents agreed on the statement that there organization's performance appraisal was fair and effective as a mean of 3.71 was obtained. The respondents agreed on the statement that organization values them as a mean of 3.47 was obtained and they also indicated their agreement on their satisfaction with the incentives provided by the organization as a mean of 3.76 was obtained.

4.4.6 Intergroup/Interpersonal Relations

Table 4.11: Intergroup/Interpersonal Relations

Factors	**Mean score**	**SD**
There are staff welfare programs	4.08	1.33
I enjoy a good relationship with my co-workers	4.92	1.17
I get support from my colleagues	4.23	1.75
Team work and partnering is promoted	3.19	1.18

Source: Author (2012)

It was determined from the study that the respondents agreed on the presence of staff welfare programs as mean of 4.08 was obtained. The respondents indicated that they agreed on the statement that they enjoyed a good relationship with my co-workers as indicated by the mean of 4.92 while they also agreed that they got support from their colleagues as indicated by the mean of 4.23. A mean of 3.19 was obtained which indicated that the respondents agreed on the statement that Team work and partnering was promoted.

4.4.7 Work Environment

The study sought to determine the level of respondents' agreement in relation to the work environment in which they worked. It was determined that the respondents agreed on the statement that all the necessary working tools are availed for them as mean of 3.08 was obtained while they disagreed with the statement that they had adequate working space. A mean of 4.32 which indicated that the respondents agreed that they enjoyed reporting for work every day and performing at their best while disagreed that they were satisfied with the working culture of my organization. The respondents disagreed that there was flexibility in work schedules as indicated by the mean obtained of 2.23 while they agreed that they enjoyed job security in the company as a mean of 3.19 was obtained. The respondents also disagreed with the statement that their working environment was safe and healthy as a mean of 2.23 was obtained, and agreed that the company was friendly place to work. On the statement that they would recommend the organization as a great employer, the respondents indicated that they agreed as a mean of 3.54 was obtained.

Table 4.12: Work Environment

Factors	**Mean score**	**SD**
All the necessary working tools are availed	3.08	1.35
I have adequate working space	2.52	1.06
I enjoy reporting for work every day and performing at my best	4.32	1.47
I am satisfied with the working culture of my organization	2.15	1.41
I enjoy job security in the company	3.19	1.18
Safe and healthy working conditions are provided	2.23	1.18
It’s a friendly place to work	3.82	1.22
I would recommend the organization as a great employer	3.54	1.57

Source: Author (2012)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussions of the key findings presented in chapter four, conclusions drawn based on such findings and recommendations there-to. This chapter is, thus, structured into discussions, conclusions, recommendations and areas for further research.

5.2 Summary of the findings

In summary, from the employees responses on their actions over the period of one month prior to answering the questionnaires, it was evident that they are highly motivated because they exhibited characters and behaviour of motivated employees which include reporting to the office on time and leaving on time, being focussed while in the office, completing their work on time and achieving the required results as well as not getting involved in conflict with other members of staff and freely giving suggestions to management on how to improve the company.

The study established that the factors that strongly influence employee motivation in Bamburi Cement Limited are when supervisors and management give them the opportunity to voice their decisions, when they are entrusted with responsibilities, when their performance appraisal is done fairly and when they are empowered to make decisions. Employees at Bamburi Cement Limited are also motivated when they are provided opportunities to develop themselves in the company through being given jobs that have growth potential, have constant training and development, are provided with modern tools and equipment and have challenging jobs.

In terms of salary and remuneration employees were motivated when they have a competitive salary, and are satisfied with the remuneration provided by the company. Further, when their performance is rewarded by recognition, their supervisor thanks them for their good work as this show that the company values them. The employees also have high motivation when they are in a work environment where they can have good working relationships with their co-workers, they can actively participate in company meetings, receive support from the colleagues and have good staff welfare programs. Conversely, having an accurate job description, the organizational culture, health benefits and management’s encouragement to employees to voice their dissatisfaction, and the existence of a program which focuses on employee leadership and development are factors that received low ratings from the employees.

5.3 Conclusions

From the study it can be concluded that there are several factors that influence employees’ motivation in organizations such as the Supervision, Employee Development, Pay and Benefit, Reward and Recognition, Work Environment and when managed and implemented well, they would result in highly motivated employees and this would result in high effectiveness and efficiency in the services provided by the employees. The study concluded that employees’ motivation factors in Bamburi Cement Limited such as the Supervision, Employee Development, Pay and Benefit, Reward and Recognition, Work Environment are well practiced in Bamburi cement Limited. Further, the employees indicated that they enjoy reporting for work daily and perform their best and would recommend the organisation as a good employer.

Since majority of the respondents strongly agreed to the factors influencing employees motivation to a higher extent, it a clear indication that they are very critical in their overall motivation in Bamburi Cement Limited. Indeed, the study findings can be supported by the fact that BCL has witnessed high revenues and success for the last five years. Clearly, this success is a result of high productivity of the employees which has been made possible because of high staff motivation. Furthermore, despite the fact that over the years, BCL has lost its market share from 58% in 2007 to about 39% in 2012 to the rest of the companies and especially the new entrants, it still boasts higher profitability than other companies.

5.4 Recommendations

It can be recommended from the study that the organizations should enhance their employees motivation strategies through the integration of the various parameters in the organizations such as the provision of a good working environment for which the employees are working, pay attention to building an organizational culture, providing a safe and healthy working environment, proper methods of employees to voice their dissatisfaction, and implementation of decisions offered by employees.

5.5 Suggestions for further study

This study has examined factors that influence employee changes in motivation a case study of Bamburi Cement Limited. To this end therefore the same study should be carried out in other organizations to find out if the same results would be obtained. The study used a sample size of 40 and thus the study suggests that for other studies dealing factors that influence employee performance, a larger sample size should be used.

5.6 Limitations of the study

Although the research achieved its objectives, there were some unavoidable limitations to the study. The sample size was almost at minimum accepted number hence future research may consider increasing the sample size to a larger number to enable the study be more representative. Although Bamburi Cement Company has officers in Mombasa, Athi River and Upper Hill, the researcher was only able to collect empirical data from the Athi River and Upper Hill offices due to resource constraints, therefore future research may be carried out which will include data from the Mombasa branch also.

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APPENDICES

APPENDIX I**: Introduction Letter**

Dear Respondent,

I am Catherine Kivuva, a final year MBA student at University of Nairobi, School of Business. I wish to request you for your time to complete this questionnaire. The information you give shall form part of my MBA project meant to fulfil the requirements for my graduation.

Please answer all the questions provided truthfully and honestly. The information you provide will be treated in utmost confidence and shall be used solely for the academic requirements for which it is sought.

Sincerely

Catherine Kivuva

APPENDIX II: Questionnaire

Section One: Bio-Data

Tick the box applicable to you

1. Gender

Male	Female

2. Age

Below 25 years	25 - 30 yrs	30 - 35 yrs	35 - 40 yrs	Above 40 yrs

3. Marital status

Single	Married	Widowed	Divorced

4. Number of children ____

5. Duration that you have worked in your current position

Less than 1 year	1 – 3 yrs	4 - 6 yrs	More than 6 years

6. Duration that you have worked for this organization

Less than 1 year	1 – 3 yrs	4 - 6 yrs	More than 6 years

7. Level at work

Top Management	Middle Management	Junior Management	General Staff

8. Other sources of income

Yes	No

Section Two: Factors Influencing Motivation

9. The concepts below describe various indicators of employee motivation. Put a tick in the appropriate box corresponding to the phrase which describes your actions within the past one month

KEY: NO=NOT OFTEN, LO=LESS OFTEN, M=MODERATELY, O=OFTEN, VO=VERY OFTEN						
S/No	**Concept**	**NO (1)**	**LO (2)**	**M (3)**	**O (4)**	**VO (5)**
9.1	Reporting to work on time					
9.2	Leaving the office on time					
9.3	Being absent from work					
9.4	Completing work within stipulated deadlines					
9.5	Being involved in conflict with other colleagues at work					
9.6	Achieving results at work					
9.7	Being focused on work while at the office					
9.8	Being comfortable offering suggestions to management for company improvement					
9.9	Being involved in disagreement with co-workers on resource sharing					

10. The statements below describe various factors that influence employee motivation. Rate each word/statement by putting a tick in the appropriate box corresponding with your level of satisfaction with how management/your company provides each of the following factors:

KEY: SD=STRONGLY DISAGREE, D=DISAGREE, N=NEUTRAL, A=AGREE, SA=STRONGLY AGREE						
S/No	**Statement**	**SD (1)**	**D (2)**	**N (3)**	**A (4)**	**SA (5)**
	Non-Monetary aspects					
10.1	Career path in the company					
10.2	Management acknowledges good work					
10.3	Job utilizes multiple skills					
10.4	Opportunity for employee training and skills development					
10.5	Job security					
10.6	Recognition for work done					
10.7	Management effort to enable employees understand what is required of them at work					
10.8	Fair disciplinary measures taken					
10.9	Good and regular communication about work and the company					
10.10	Employee involvement in setting goals					
10.11	Safe and healthy working conditions provided					
10.12	Effective performance appraisal system					
10.13	Effective feedback system					
10.14	Opportunities to make decisions					
10.15	Opportunities to develop close relationships with colleagues					
10.16	Frequent promotion prospects					
10.17	Fair promotion opportunities					
10.18	Job has room for being creative					
10.19	Leadership program exists					
10.20	Good working environment					

	Monetary aspects	SD	D	N	A	SA
10.21	Current salary is competitive					
10.22	Private working space or office					
10.23	Attractive company allowances					
10.24	Good health benefits exist					

10.25 Others

____

____

10.26 What aspects of your working environment would you wish to see changes made?

____

____

11 To what would you attribute your motivation to work for this organization? (List three factors in order of importance)

i. ____

ii. ____

iii. ____

Thank you very much for taking time to complete this questionnaire.