Effects of Motivation of Sales Force on Sales Productivity

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Abstract

The objective of the study is to review the effects of motivation of sales force on sales productivity at Reality Vacation Innovation (RVI). It was also to find out how incentives influence workers' approach to work and their performance. To achieve these goals, a questionnaire was designed based on the objectives and was administered among various sections of the company. The research made extensive use of both primary and secondary data. Interviews were also conducted to find out information on incentive package for the employees of RVI. The findings of this study revealed that alongside monetary incentives, another key motivating factor was staff involvement in decisions taking and in matters affecting them. Staff involvement made them feel very much a part of the company to give off their best. This is because without their cooperation and support, a great deal of managerial energy may be wasted in trying to get them do the right things. The study concluded that there was a strong and positive relationship between staff motivation and [productivity, It therefore recommended that efforts should aim at motivating staff of all levels in order to increase productivity. This study revealed that the workers motivational processes at RVI have not gone through any major changes since most of the employees have been very happy with the way they are motivated from the day the organization was established. Nevertheless, it also important for management not to rest on their oars but to keep seeking new and more innovative ways through which workers can be continuously motivated in order to perform optimally.

Keywords: Sales Motivation, Sales Productivity, Motivation of Sales Forces

I. INTRODUCTION

Having an effective employee motivation scheme has always been a central problem for organizational leaders and managers. Unmotivated employees are likely to spend little or no effort in their jobs, avoid the workplace as much as possible, exit the organization if given the opportunity and produce low quality work. On the other hand, employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work and showing a lot of initiative and innovation. A lot of research has been undertaken on motivation by many scholars, but specific studies on employee motivation and sales productivity relating specifically to a Ghanaian company are scare. Many reasons can be assigned to answer this question; the reality is that employees are different and each employee responds to motivation means differently. Employers need have very good working relationships with their employees and use different tactics to motivate each one of them based on their personal needs and wants.

Individual motivation relates to drive or something inside people that drives them to action and how to ginger that drive varies in different people. Motivation is the willingness to work at a certain level of effort. Motivation emerges in current theories, out of needs, values, goals, intentions, and expectations. Because motivation comes from within, managers need to understand what drives every individual, in order to effectively cultivate and direct the motivation that drives each employee.

The people who are mostly interested in motivation studies are managers of people because such studies may provide insights into why people perform or do not perform at work as they do, and such studies would as a result provide managers with reasons and probably the techniques to improve worker productivity. Instead of managers pushing solutions on people with the force of their argument, managers should pull solutions out of them. You may be the cause of your employee's lack of motivation. Employee motivation is perhaps the ultimate management challenge. Although motivation is an important determinator of individual performance, it is not the only factor. Such variables as ability, experience, and work environment also influence performance. However employees may get the ability, experience and environment dimensions right, but without the motivation dimension, the expected performance may not be achieved.

II. STATEMENT OF THE PROBLEM

Productivity is the ratio of output and inputs in production; it is an average measure of the efficiency of production. Efficiency of production is the production system's capacity to create more income. Organizations keep sourcing for brilliant and intelligent employees to improve their productivity, by offering them better conditions than their existing employment conditions. Recently, Joy FM's Marketing Manager, Maxwell Fuga, who has been with the company for

over ten years, joined Ghana Television on better terms and conditions. The questions are often asked as to what workers in general want from their employers. Can there be an end to the urge for increases in wages? Why do workers work and what induces them to give of their best? It is obvious that money only plays the role of common denominator of all things. There is a general notion that if only management can identify other things that can motivate the workforce apart from money, perhaps there will be a dramatic reduction in the demand by workers for pay rise. Additionally less time will be spent on the annual ritual of management and workers union negotiation meetings (Badu, 2010). The general problems usually faced by organizations are low salaries, irregular promotional structure and lack of recognition of workers' achievements. All these tend to lower workers morale and consequently affect their productivity.

The aim of this research therefore is to find out the type of incentive package, besides money that can motivate workers. There is the general belief that in less development environments where the basic necessities of life are usually lacking, employee would usually prefer money over other incentives. But is this always true? Can non-financial incentives can motivate workers to put in their best to contribute to the productivity and growth of the organizations to achieve its corporate objectives. There is a need for further research on motivation, therefore my goal is to reveal what motivates different employees to perform at their best and achieve optimal business results at all times. The inherent problem I have identified is that many employers have attempted several different incentive programs to motivate their employees, yet not all have worked effectively for everyone in the company. This is important because a successful company is established on the strength of its employees' performance. One of the traditional components of management along with planning, organizing, and controlling, is motivating. Many managers do different things all in the name of motivation for example: contests, ranking of people, plan shifts, teams, and departments, performance appraisals, production, sales quotas and commission pay. All these systems are implemented in the belief that they will drive performance.

Some researchers think it does the opposite. Instead of trying to use extrinsic motivators, that is something outside of the work itself such as promised rewards or incentives, to get higher levels of performance from people, management will be better served by studying the organization as a system. Employers demand results, without the desired results the organization will not survive. Managing motivation is a requirement for productivity, therefore the following questions must be asked and answered.

- Does motivation influence employee performance?
- To what extent does motivation affect productivity?
- How does motivation affect workers behavior?
- Why is motivation important in every institution?
- Does motivation affect different people differently?

III.   LITERATURE REVIEW
A.   *Practical Employee Motivation*
There has been a lot of research on motivation by many scholars. The following are only a few. Ways to encourage employee motivation, measures of motivation, principles of motivation, ways of making your firm more exciting, how to motivate your people problem, the missing link in Strategic Performance, Salary is not a motivator anymore, how to effectively reward employees, turning motivation theory into practice, measures of motivation, self-theories and employee motivation, how do you motivate employees, and worker motivation, unsolved problem or untapped resource? There is however no definite conclusion from these studies.

Research done in both psychology and business literature over the past three decades has recorded that motivation varies as a function of different factors in the work environment, including evaluation expectation, actual performance feedback, reward, autonomy, and the nature of the work itself. Moreover, both theory and empirical research have suggested that human motivation towards work can be categorized into two types, that is Intrinsic motivation, which comes from the intrinsic value of the work itself for the individual, and Extrinsic motivation, which comes from the desire to obtain some outcomes that are separate from the work itself.

B. Theories of Motivation

The fields of employee motivation and employee performance are solidly grounded in the researches of Maslow,(1954) Taylor,(1917) and Herzberg,(1966) to name just a few. The concepts of motivation and performance are constructs within the larger organizational behavior model. While each of these constructs can be reviewed on their own, employee motivation is linked closely to employee performance. By conducting the search in this manner the resultant articles were specific case studies of employee motivation in various organizations. The resultant case studies looked at a range of topics on both employee motivation and employee performance and how these constructs can be connected. One particular study looked specifically at "the followers" of an organization and the key factors a leader needs to know about the various types of followers.

C. Frederick Winslow Taylor

Frederick Winslow Taylor (1856 –1917) put forward the idea that workers are motivated mainly by pay. In his theory of scientific management he argued the following: Workers do not naturally enjoy work and so need close supervision and control. Therefore managers should break down production into a series of small tasks Workers should then be given appropriate training and tools so they can work as efficiently as possible on one set task. Workers are then paid according to the number of items they produce in a set period of time-piece-rate pay. As a result workers are encouraged to work hard and maximize their productivity. Frederick W. Taylor's methods were widely adopted as businesses saw the benefits of increased productivity levels and lower unit costs. The most notably advocate was Henry Ford who used them to design the first ever production line, making Ford cars. This was the start of the era of mass production. Taylor's approach has close links with the concept of an autocratic management style where managers take all the decisions and simply give orders to those below them. However workers soon came to dislike Taylor's approach as they were only given boring, repetitive tasks to carry out and were being treated little better than human machines. Firms could also afford to lay off workers as productivity levels increased. This led to an increase in strikes and other forms of industrial action by dissatisfied workers.

D. Abraham Maslow Theory

Abraham Maslow,1954 attempted to synthesize a large body of research related to human motivation, prior to Maslow, researchers generally focused separately on such factors as biology, achievement, or power to explain what energizes, directs, and sustains human behavior. Maslow posted a hierarchy of human needs based on two groupings: deficiency needs and growth needs. Within the deficiency needs, each lower need must be met before moving to the next higher level. Once each of these needs has been satisfied, if at some future time a deficiency is detected, the individual will act to remove the deficiency. Maslow's needs hierarchy theory is one of the most popular theories of work motivation. Though the theories were introduced in the mid-1940s and until 1950s, it remained primarily in the realm of clinical psychology where Maslow did most of his development work. However, as more attention began to be focused on the role of motivation at work, Maslow's need matching theory emerged in the early 1960s as an appealing model of Human Behaviour in organizations. As a result of its popularization by Douglas McGregor (1960, 1967), the model became widely discussed and used not only by organizational psychologists but also by managers. As early as 1954, Maslow had discussed two additional needs in his work, namely, cognitive and aesthetic. Cognitive needs are the needs to know and understand and these examples include the need to satisfy one's curiosity, and the desire to learn. Aesthetic needs include the desire to move toward beauty and away from ugliness. These two needs were not however included in Maslow's hierarchical arrangement and have therefore been generally omitted from discussions of his concepts as they relate to organization settings. According to Maslow deprivation motives he says are arranged in a developmental hierarchy. They are five in number and structured:

Physiological needs: These include homeostasis (the body's automatic efforts to retain normal functioning) such as satisfaction of hunger and thirst, the need for oxygen and to maintain temperature regulation. Also sleep, sensory pleasures, activity, maternal behavior, and arguably sexual desire.

Safety needs: These include safety and security, freedom from pain or threat of physical attack, protection from danger or deprivation, the need for predictability and orderliness.

Love needs (often referred to as social): These include affection, sense of belonging, social activities, friendships, and both the giving and receiving of love.

Esteem needs (sometimes referred to as ego needs): These include both self-respect and the esteem of others. Self-respect involves the desire for confidence, strength, independence and freedom, and achievement. Esteem of others involves reputation or prestige, status, recognition, attention and appreciation.

Self-actualization needs: This is the development and realization of one's full potential. Maslow sees this as: 'what humans can be, they must be', or 'becoming everything that one is capable of becoming. Self-actualization needs are not necessarily a creative urge, and may take many forms, which vary, widely from one individual to another.

The normal person is characterized by spontaneity, creativeness and appreciation of others. People who fail to achieve self-actualization, he says, tend to be hostile and disastrous. Maslow conceived 'The survival needs are present at birth'. During childhood, one becomes aware of each of the higher groups of needs. A man takes all five needs to work. The manager who wishes to motivate his management and subordinates is faced with the fact that his subordinates are attempting to satisfy all five levels of needs. If a man experiences nagging insecurity, because redundancies are being anticipated or because he feels there is an absence of order and equity in the organization (which would be caused by an irrational wage or salary structure), he will not be interested in the organization's policies and plans designed to assist him in fulfilling higher needs. If he cannot see an easy, straightforward way to satisfy these needs, he is liable to behave irrationally, obstructing or sabotaging the work of the firm or organization, breaking work agreements and going on strike.

Maslow's hierarchy of needs is widely accepted as a convenient simple analysis of human motivation and which can assist us, therefore, to understand why men behave the way they do in a given situation and to anticipate how they will behave in future situations. Based on Maslow's theory, once lower level needs have been satisfied (say at the physiological and safety levels) giving more of the same does not provide motivation. Individuals advance up the hierarchy as each lower-level need becomes satisfied. Therefore, to provide motivation for a change in behaviour, the manager must direct attention to the next higher level of needs (in this case, love or special needs) that seek satisfaction. However, there are a number of problems in relating Maslow's theory to the work situation. These include the following: People do not necessarily satisfy their needs, especially higher-level needs, just through the work situation. They satisfy them through other areas of their life as well. Therefore the manager would need to have a complete understanding of people's private and social life, not just their behaviour at work. There is doubt about the time, which elapses between the satisfaction of a lower-level need and the emergence of higher-level needs. Individual differences mean that people place different values on the same need. For example, some people prefer what they might see as the comparative safety of working in a bureaucratic organization to a more highly paid and higher status position, but with less job security, in a different organization. Some rewards or outcomes at work satisfy more than one need. Higher salary or promotion, for example, can be applied to several levels of the hierarchy. Even for people within the same level of the hierarchy, the motivating factors will not be the same. There are many different ways in which people may seek satisfaction of, for example, their esteem needs. Maslow viewed satisfaction as the main motivational outcome of behavior. But job satisfaction does not necessarily lead to improved work performance.

In 'Beyond the Fringe',(Georgopolous, 2007) Simms discusses how various organizations utilize tailored versions of "non-cash rewards" as employee incentives. Simms suggests that Herzberg's view of salary as not being a motivator holds. The ability to hold up an incentive that doesn't get absorbed by the employee's monthly bills has a larger effect on employee motivation. He also suggests it may be more acceptable to boast of a special award or party rather than an employee's salary increase. Simms then goes on to expand the discussion of non-cash rewards such as flex time, employee of the month, and tailored goal incentives. Simms argues that, it is important for employers to communicate these benefits to employees, because many employees don't understand their total compensation package. By communicating the total package, the employer reinforces their commitment to the employees and helps to motivate the employee. This motivation leads to greater employee satisfaction and performance
(Simms, 2007).

Whiteling (2007) looks at the cases of Reuters and supermarket giant Sainsbury's to show how important it is to create a culture where employees become directly involved in suggestions for change. By creating a culture where employee input is valued and utilized, the changes faced by the organization are better understood and receive the support of the employees. This also has the side effect of creating employee motivation to support and accomplish the organizations goals and change efforts (Whiteling, 2007). (Silverman2006) utilizes a similar strategy to create a high-performance workforce. Silverman suggests keeping employees engaged by working with storytelling. Employers can systematically ask employee's to tell their story for good or not-so good situations. In this way, an employee/employer relationship can be forged which can help foster mutual support and idea sharing (Silverman, 2006).

Similar to Whiteling, Silverman suggests that the organizations culture needs to be developed around the concept of storytelling. Employees need to feel their stories are being heard, understood, and valued by those requesting the stories. By forging these relationships, the employee feels valued by the employer, supervisor, and organization as a contributor. This value translates into higher productivity and stake within the organization (Silverman, 2006; Whiteling, 2007). The questions that arise are do these approaches tried in different cultural environment work within our environment? Especially when viewed against an environment of basic survival and physiological needs among several worker.

Hall and Nougaim (2000) undertook an examination of Maslow's need hierarchy theory in an organizational setting. This was a longitudinal study, over a five-year period, of young managers in the American Telephone and Telegraph Company. The top four levels of Maslow's hierarchy were used, with physiological needs excluded. An attempt was made to test the developmental change aspect of Maslow's theory. Researchers conducted lengthy interviews, each year, with the managers. Part of the study involved an analysis, for each, of a comparison between the satisfaction score for one need with the strength score of the next higher level need. Independent coders undertook the comparison. Although a positive relationship was found between need strength and need satisfaction, there was only a low statistical significance. Hall and Nougham (2000) suggest the results indicate needs changed more because of developing career concern than the strength of need satisfaction. This study appears to provide only very limited support for the developmental theory of Maslow.

Despite criticisms and doubts about its limitations, the theory has had a significant impact on management approaches to motivate to meet individual needs. It is a convenient framework for viewing the different needs and expectations that people have, where they are in the hierarchy, and the different motivators that might be applied to people at different levels. The work of Maslow has drawn attention to a number of different motivators and stimulated study and research. The need hierarchy model provides a useful base for the evaluation of motivation at work.

E. Herzberg's Hygiene Theory

(Herzberg 1966) believed that businesses should motivate employees by adopting a democratic approach to management and by improving the nature and content of the actual job through certain methods. Some of the methods managers could use to achieve this are:

i. Job enlargement

Workers being given a greater variety of tasks to perform (not necessarily more challenging) which should make the work more interesting.

ii. Job enrichment

It involves workers being given a wider range of more complex, interesting and challenging tasks surrounding a complete unit of work. This should give a greater sense of achievement.

iii. Empowerment

It means delegating more power to employees to make their own decisions over areas of their working life. When employees have high autonomy, receive feedback about their performance, and have an important, identifiable piece

of work to do which requires skill variety, they may experience feelings of happiness and therefore intrinsic motivation to keep performing well. (Hackmam & Oldham, 1980).

Frederick Herzberg, distinguished Professor of management at the University of Utah and behavioral theorist conducted studies on worker motivation in the 1950's. He developed the motivation-hygiene theory of worker satisfaction and dissatisfaction. The researcher concluded that hygiene factors such as salary, fringe benefits, and working conditions can prevent dissatisfaction, but they do not in themselves motivate the worker. He found that motivators such as achievement, recognition, responsibility, and advancement increase satisfaction from work rather motivate people toward a greater effort and performance. Herzberg and other behavioral theorists were influenced by the writings of Abraham Maslow, a theoretical psychologist who analyzed what human beings seek in their lives and developed the Needs-Hierarchy concept.

Of the many theories of work motivation, Herzberg's (1966) motivator hygiene theory has been one of the most influential in recent times. Basically, the theory divides motivating factors into two categories, namely motivator factors, which have something to do with the work itself, and the hygiene factors, which have something to do with the surrounding context or work environment. Motivator factors include such things as responsible work, independence in doing the work, and satisfaction arising from the completion of challenging tasks. Hygiene factors include pay, security, and general working conditions. According to Frederick Herzberg, hygiene factor operate primarily as de-motivators if they are not sufficient. He suggests that workers are most satisfied and most productive when their jobs are rich in content and diversified. When the work is interesting, which he suggests can be accomplished by the job enrichment, workers are motivated to work harder.

Hackman and Oldham's (1976) model of job enrichment propose that jobs can be made more motivating by increasing the following:
- Skill variety that is the number of different skills required to do the job.
- Task identity that is the degree to which the job produces something meaningful iii. Task significance that is the importance of the work.
- Autonomy that is the degree to which the individual has freedom in deciding how to perform the job, and feedback that is the degree to which the individual obtains something is ongoing.

Many of these same characteristics of the work, particularly independence and competence, are referred as intrinsic motivators by social psychologists and personality psychologists. (Deci 1975; Deci and Ryan 1985) proposed that intrinsic motivation occurs when individuals feel both self-determined and competent in their work. According to this research, people will feel competent if they obtain feedback that indicates progress in their work, or suggests ways they can increase their competence.

One psychological view suggests that very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level, that people experience some kind of psychological flow, a sense of merging with the activity they are doing (Csikszentmihalyi 1975). The major psychological view suggests that extrinsic motivation works in opposition to intrinsic motivation (Deci 1975; Deci & Ryan 1985). Extrinsic motivation takes place when individuals feel driven by something outside of the work itself such as promised rewards or incentives. In general, these theorists suggest that, when strong extrinsic motivators are put to work, intrinsic motivation will decline. Individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in their work. Individuals are extrinsically motivated when they engage in the work in order to obtain some goal that is apart from work itself. The psychologists J. Richard Hackman and G.R. Oldham developed the job characteristics theory. This work showed that there are five components to motivation:
1. Skill variety: You get to use different skills.
2. Task identity: You identify personally with what you do.
3. Task significance: You feel that what you do is significant or important.
4. Autonomy: You have some self-control and responsibility.
5. Feedback: The knowledge of the actual results of what you do.

These five components of motivation take one in an independent manner toward a desired goal. The first three components add meanings to the work, the fourth adds to ownership of results, and the last one gives feedback about the results of what is done. There are also five ways in which jobs may be redesigned or enriched to enhance employees' performance or satisfaction:

1. Combining tasks: Influences skill variety and task identity.
2. Forming natural work units: Enhances task identity and task significance.
3. Establishing client relationships: Increases skill variety, autonomy, and feedback.
4. Vertical loading: Worker has more authority, responsibility, and control over the work. Increases autonomy, skill variety, task identity, and task significance.
5. Opening feedback channels: Increases feedback.

In the Harvard Business Review Frederick Herzberg said that a brief review of his motivation hygiene theory of job attitudes is required before theoretical and practical suggestions can be offered. According to him, the theory was first withdrawn from an examination of events in the lives of engineers and accountants. At least 16 other investigations, using a wide variety of populations including some in the communist countries, have since been completed, making the original research one of the most replicated studies in the field of job attitudes.

This researcher also said that the findings of these studies, along with collaboration from many other investigations using different procedures, suggest that the factors involved in producing job satisfaction and motivation are separate and distinct from the factors that lead to job dissatisfaction. Since separate factors need to be considered, depending on whether job satisfaction or job dissatisfaction is being examined, it follows that these two feelings are not opposites of each other. The opposite of job dissatisfaction is no job satisfaction. It was interesting to learn that we always think of satisfaction and dissatisfaction as opposites. But it comes to understanding the behavior of people in their jobs; more than play on words is involved. Herzberg said that two different kinds of human beings are involved here. One set of needs is the built in drive to avoid pain from the environment and the all the learned drives that become conditioned to the basic biological needs. For example, hunger, a basic biological drive makes its necessary to earn money, and then money becomes a specific drive. The other set of needs relates to that unique human characteristic, the ability to achieve and, through achievement, experience psychological growth.

The factors involved in causing job satisfaction and job dissatisfaction were drawn from samples of 1,685 employees. The results indicate that motivators were the primary cause of satisfaction, and hygiene factors the primary cause of unhappiness on the job. The employees, studied in 12 different investigations, included lower level supervisors, professional woman, agricultural administrators, men about to retire from management positions, hospital maintenance personnel, manufacturing supervisors, nurses, food handlers, military officers, engineers, scientists, housekeepers, teachers, technicians, female assemblers, accountants, foremen, and Hungarian engineers. They were asked what job events had occurred in their work that had led to extreme satisfaction or extreme dissatisfaction on their part. Their responses are broken down in the table into percentages of total positive job events and of total negative job events. The figures total more than 100% on both the "hygiene" and "motivators" side because out of ten at least two factors, can be attributed to a single event; advancement, for instance, often accompanies assumption of responsibility.

To show, a common response involving achievement that had a negative effect for the employee was, "I was unhappy because I didn't do the job successfully." A typical response in the small number of positive events in the company policy and administration grouping was, "I was happy because the company reorganized the section so that I didn't report any longer to the guy I didn't get along with." Of all the factors contributing to job satisfaction, 81% were motivators. And of all the factors contributing to the employee's dissatisfaction over their work, 69% involved hygiene elements.

F. *Effects of Motivation on Productivity and Performance*
Professor Denise M. Rousseau who is a professor of Organizational behavior at Carnegie Mellon University wrote an article on the Academy of Management Executive about her current research on motivation. She believes that modern

organizations cannot succeed if the people they employ do not agree to contribute to their mission and survival. This is called a psychological contract in which beliefs are based upon expressed promises. Psychological contracts motivates employees to fulfill commitments made to employers when employees are certain that employers will give in return and carry out their end of the bargain. Professor Rousseau said, "Agreement between worker and employer on what each owes the other is critical to the employment relationship's success. Managers who feel poorly treated by the employer are less likely to make extensive commitments to their workers or to signal that the employer is trustworthy." Professor Rousseau said recent studies show that scholars have identified six key features of the psychological contract, but with this study we will look at four, she describes these features as follow:

Voluntary choice: Psychological contracts motivate people to fulfill their commitments because they are based on the exchange of promises in which the individuals has freely participated. Commitments made voluntarily tend to be kept. An employee who agrees to work for a firm for at least a year is likely to be internally conflicted if offered a job elsewhere a few months after being hired. That particular employee is more likely to decline the offer than a co-worker who had made no such commitment to the employer. Explicit voluntary commitments for example "I agree to stay a minimum of a year" have more powerful effects on behavior than implicit ones like "to stay for a while".

Belief in mutual agreement: An individual's psychological contract reflects his or her own understanding of the commitments made with one another. Individuals act on that subjective understanding as if it is mutual, regardless of whether that is the case in reality. For example, consider a new employee who is told that her job requires two or three days of travel a week. The employee might interpret that to mean that she will be traveling not more than three days a week, although the manager who hired her really meant that there would be two or three days of travel per week on an average. More experienced recruits are better at probing for mutual understanding than inexperienced ones.

Incompleteness: Psychological contracts tend to be incomplete and need to be avoided over time. Neither employee nor employer can initially spell out all the details of a long term employment relationship. It is also impractical to recall all the details that should be shared with one another. These contracts tend to become more elaborate over the course of the employment relationship.

Managing losses when contracts fail: If employees and employers rely on psychological contracts to guide their actions, then the failure of the other party to fulfill anticipated commitments results in "losses." Such losses are the basic reason why psychological contract violation generates strong negative reactions, including anger, outrage, termination, and withdrawal of support. In essence, employees and employers must focus on both fulfilling commitments of their psychological contracts as well as on managing losses when existing commitments are difficult to keep. For instance, an employer might offer someone a challenging project when a promised promotion fails to materialize. Likewise, an employee who misses a critical meeting might make special efforts that her performance is unimpaired.

IV. SUMMARY, CONCLUSSION AND RECOMMENDATION

A. Summary Of Findings

The results show that both managers and employees agree on the importance of motivation on employee performance. Also, employees placed a premium on firm culture and congeniality and recognition; money was higher on their scale. Managers, on the other hand, placed a greater emphasis on monetary factors with training and recognition following well behind. This study, though constrained by small sample size, shows a marked difference between employees and managers as to what constitutes successful motivation. Both groups agree that motivation is significant in influencing performance.

It was also established that employees valued job security and they will not compromise that with money. The employees felt if you don't have job security at your work place it can affect your productivity.

Since R.V.I is a holiday club, it gave the opportunity to the best sales force the year an all-expense paid vacation, but it was never utilized by the employee. It was established that most of the employees felt quantifying the paid vacation into money will go a long way to pay some of their bills.

B. Conclusion

Motivation is based on growth needs of the individual. It is an internal engine, and its benefits show up over a long period of time. Because the ultimate reward in motivation is personal growth. Another way to motivate an employee is to give him challenging work for which he can assume responsibility. Human motivation is so complex and so important, successful management development for the next century must include theoretical and practical education about the types of motivation, their sources, their effects on performance, and their susceptibility to various influences. Employees are the company best assets. If employees are not as motivated, it will have a tremendous effect on productivity. The organization's overall efficiency will decline by unmotivated employees. Managers may even need to hire additional employees to complete tasks that could be done by the existing force.

Emotions are also involved in motivation. An employee who is easily emotional about situations may lack the stability to perform optimally. Motivation is also influenced by morale and attitude. Based on the research done, under regular conditions, employees tend to work at only about two thirds of their capacity when they are not motivated. Motivation may also be influenced by the manager's management style, if a manager is not liked, employees may function minimally despite the fact that they are motivated.

Proper motivation of employees is directly associated with productivity and with maintenance factors. Workers who are content with their jobs, who feel challenged, who have the opportunity to fulfill their goals will exhibit less destructive behavior on the job. They will be absent less frequently, they will be less inclined to change jobs, and, most importantly, they will produce at a higher level.

C. Recommendation

To be a successful manager one must be a people mover, who motivates employees to increased productivity and get to know your people well. Remember that people do things for their own reasons. Try to understand where the person is coming from, because we all have different motives. If employers do not recognize soon what are their employees' motives they will be destined to lose some of their best people. Motivation is the most critical factor in productivity, so all employees must consider it in the daily running of an organization.

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