

AN INVESTIGATION OF EMPLOYEE MOTIVATION AT BOTSWANA RAILWAYS

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ABBREVIATIONS

1. BR -----Botswana Railways
2. HR -----Human Resource
3. PMS -----Performance Management System

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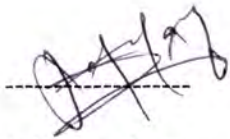
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Declaration

I declare that the thesis for the Masters of Business Administration Degree at North West University (Mafikeng Campus) hereby has not yet previously been submitted by me for the degree at this or any other University, that it is my own work in design and execution. Sources quoted have been duly acknowledged and indicated by means of a comprehensive list of references.

Signature

A handwritten signature in black ink, appearing to read 'John Latolang', is written over a horizontal dashed line.

John Latolang

Abstract

Botswana Railways has been facing low employee motivation and productivity for some time. Companies such as Air Botswana which had been experiencing similar issues decided to privatise to increase its efficiency and, as a result, turned things around. Hence, using both quantitative and qualitative investigation at the Headquarters of the Botswana Railways, this study sought to determine the extent of employee motivation and how to enhance it in order to increase employee productivity.

The study revealed that employees' main grievances included poor remuneration and lack of opportunities for growth and promotion. It is recommended that Botswana Railways implements policies and strategies which could uplift employees' morale to increase employee productivity and company output.

Key works: Botswana Railways, employees' motivation and productivity, motivation policies, motivation strategies.

CHAPTER 1

1.0 Introduction

Modern day business environment is highly competitive and requires the efficient utilisation of the available resources. Of all the resources of an organisation, employees require the most attention (Harris, 1996). Any business which does not pay adequate attention to staff motivation may not be able to compete effectively in a free market. If staff morale is low, employees will not see themselves as part of the organisation. If people have a feeling of belonging and being listened to, they will identify with the objectives of the company (Harris, 1996).

Whilst some scholars such as Armstrong and Murlis (2004:57) observe that there is positive relationship between motivation and performance, others such as McGregor (1960) disagree. Some literature also notes that motivation has effect on human behaviour and self-management (Deeprise, 2003; Armstrong and Murlis, 2004). Motivation "should result in more effective behaviour, greater success in goal attainment, and hence greater satisfaction" (Deeprise, 2003:41).

Nowadays the business environment is very dynamic and undergoes rapid changes as a result of global network; technological, social and political changes which increase awareness and demands of customers (Kartzenbach, 2005:105). Companies, especially those in the transport industry, operate in a complex and competitive environment characterised by a changing and highly unpredictable climate. From the global perspective and in the context of the national boundary of individual organisations, these changing environmental constraints not only affect the internal structure of organisations, but also their survival, growth and development. Hagemann

(2002:68) contends that managers should not ignore motivational techniques because these techniques play a critical role in addressing the dynamics of contemporary organisations. Coens and Jenkins (2002:31) state that over-reliance on work measurement, especially as a means of raising labour performance through incentives rather than by concentration on motivating workers may not produce the desired results.

The application of motivation techniques and policies to human resources has become a subject of fundamental importance and concern to all business. As a result, it has become a factor for global competitiveness. With positive motivation production and service delivery have tremendously increased especially in the developed countries (Tarkenton and Tuleja, 2006:129). Motivated staff may contribute to cost reduction. This is because they react to customers` queries in time and are also sensitive to any cost to the organisation because they feel they are part of the organisation. Today investment in motivational strategies has become an important component of an overall strategy of organisations to ensure competitive edge. The railway service industry is not an exception. The industry needs highly motivated staff to be able to cope with its challenges.

Botswana Railways implemented a Performance Management System (PMS) with a significant bearing on employee motivation (Botswana Government, 2003). The researcher drew inspiration from his experience working with the Botswana Railways to explore the impact of motivation on employee performance. Hence, the researcher has first hand information of the subject matter. This study focuses on an analysis of the motivation of Batswana to work for Botswana Railways.

1.1 Background to the study

Botswana Railways (BR) was established in 1987 as a railway or transport service enterprise to convey goods, parcels and passengers in accordance with Botswana Railways Act of 1986 (Botswana Railways Act, 1986:13). In terms of this Act, Botswana Railways is administered as a commercial enterprise of the Government of Botswana and not as a parastatal corporation. The primary function of Botswana Railways is to provide cost effective transport within the borders of Botswana. Since the establishment of Botswana Railways, the national and regional railways business environment has experienced stiff rivalry from road haulers. To compete, BR has to change their strategy (Botswana Railways Marketing Plan, 2006:27).

Botswana Railways reviewed its Act in July 2004 in order to fit in the evolving transport sector. The current Act (BR Act 2004:22) places the management of Botswana Railways under its board. However, the Act gives the Minister of Transport, Sciences and Technology overriding control. The board cannot take important business decisions without the consent of the Minister (BR Act 2004:22). For instance, the board cannot retrench staff, purchase rolling stock or appoint a company Chief Executive Officer without the approval of Minister. This often results in the inability of the board to make decisions which are essential for ensuring better customer service and survival of the organisation in a highly competitive environment. For instance, the capital budget has to be approved by the Minister, even in urgent matters like shortage of rolling stock. The Minister then presents the proposal to cabinet and this long process causes delays and inefficiencies.

The government does not fund Botswana Railways, but rather expects the organisation to make profit and plough back the returns to the community. The records from human resources reveal that employee turnover is high, especially in the specialised areas such as the Engineering and Technology Department. The turnover is so high (33%) that it leads to the employment of

new staff almost every five to six months, which is not healthy for the productivity of the company. The employees are not happy with the way the organization is being run. For example, employees of the Engineering Department had taken the organisation to court, protesting at the organisational structure. In 2007 five to six employees from the Engineering Department left the company at the same time because they were not happy with the conditions of service.

On the other hand, company reports indicate that the performance of the employees is low (Staff Notice of March 2009 by the BR Director of Services, Alex Toro Massie). The company has indicated that it intends to implement a performance management system tool. However, these initiatives will not solve the problems at the organization because they are not tackling the root cause. The problem at BR might be due to low employee motivation (see Ikalafeng, 2006; Jones and George, 2004).

1.2 Statement of the problem

With considerable losses reported year after year, BR had to take action including downsizing in order to reduce labour costs, but this did not help as operational costs kept on escalating. Efficiency levels were going down, leading to employees' working at the slowest pace possible and producing at the lowest acceptable level (Botswana Government, 2003). The loss may be attributed to employees' low motivation because low morale leads to low productivity (Dessler, 2008).

Similar parastatals like Air Botswana have also experienced losses in recent years because of lack of employee motivation (Botswana Government, 2003). This has led to the Government of Botswana's decision to privatise the national airline (Ministry of Finance and Development planning, 2000:32). Lack of employee motivation has been cited by other researchers

as a key link to low productivity and workplace efficiency (Ikalafeng, 2006; Jones and George, 2004). According to Ikalafeng (2006) managers of large and small companies should strive to encourage employees to perform at a high level. Motivation is the core ingredient in an organisation's performance level. This study is focused mainly on establishing whether or not the decline in performance of BR is due to lack of employee motivation.

1.3 The objectives of the study

The specific objectives of this study are:

- i. To identify the level of employee motivation at BR.
- ii. To identify problems encountered by the BR in implementing motivational policies and strategies.
- iii. To recommend appropriate methods of motivating BR employees to improve productivity.

1.4 Research Questions

The study aims at evaluating the effects of motivation in Botswana Railways by providing answers to the following questions:

1. What are the motivational techniques in use at BR?
2. What are the problems encountered in implementing the company's motivational policies and strategies?
3. What appropriate methods of employee motivation can BR implement to improve productivity?

1.5 Hypotheses

The study is based on the following assumptions:

1. BR currently uses some motivation techniques on their employees to improve productivity.
2. BR consistently encounters problems in the implementation of motivation policies and strategies.
3. Employee motivation is related to productivity.
4. It is possible to recommend and implement appropriate motivation techniques and strategies and improve productivity at BR.

The above assumptions will finally be related to the findings from the study.

1.6 Significance of the study

The study will generate information that could form the basis for policy formulation in the management of the motivation and retention process at BR. The knowledge can be used by the Board of Directors and managers to improve the operation of Botswana Railways. The findings of the study will contribute to the literature on how motivation influences performance. Organisations may be persuaded to put in place policies geared towards improving employee motivation.

1.7 Scope of the study

The study was conducted at Mahalapye which is the head office, with 140 staff. This study focuses mainly on establishing whether or not the decline in performance of the BR is due to lack of employee motivation. The study samples included employees from the following departments – Operations, Marketing, Engineering, Human Resources, Finance and General Management. Officers, supervisors, management and executive management staff were selected for the purpose of this study.

1.8 Organisation of the study

Chapter one deals with the general introduction: the research background, the statement of the problem, research hypothesis, research objectives, significance of the study. Chapter two is a detailed review of the literature. It covers the definition of terms and the empirical studies. Chapter three outlines the methodology used in data gathering, analysis and interpretation. Chapter four presents the findings and their analysis. Chapter five then concludes the research with a summary of major findings, discussion, conclusions and recommendations.

1.9 Overview of the study

The study is subdivided into Chapter 1, which is the Introduction; Chapter 2, which is the Literature Review; Chapter 3, which is the Research Design and Methodology; Chapter 4, which is Findings and Analysis; and Chapter 5 which is Summary of Findings, Discussion, Conclusions and Recommendations.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In this chapter, the researcher attempts to find out a link between motivation and productivity. The chapter reviews the factors that contribute to motivation and also the impact of motivation on efficiency or productivity. This chapter makes a critical analysis of the findings of other researchers who carried out empirical studies on the role of motivation and productivity.

2.2 Understanding the Concepts of Motivation and Productivity

2.2.1 Motivation

According to Moorhead and Griffin (1995:80) motivation is a set of forces that causes people to behave in a certain manner. Russel and Taylor (2009:122) define motivation as a willingness to work hard because the employees' needs are satisfied. The word motivation is frequently used in the context of management as a transitive verb; motivation implies something done by one person or group to another (Sherlekar 2004:235). The motivated parties need to be induced by the organisation to work or expend a degree of effort which they would normally not wish to do.

Motivation is one of the factors that lead to high morale (DeCenzo and Robbins, 2003:78). Some organisations use rewards to motivate staff (DeCenzo and Robbins, 2003:78). Claims are that some of these rewards include both financial and non financial benefits. Motivation is the internal driving force which elicits pleasure from work.

Although motivation cannot be observed directly, it leads to observable outcome such as high productivity (Sherlekar 2004:235). Elis and Steyn (2003), state that motivation is concerned with human behaviour and sustenance. The function of a manager in any organisation is to motivate those with whom he is working so that they perform at high level. He should be able to stimulate people to action by means of incentives or inducement (Mullins 2005:135). Since each employee is unique, employers must seek to understand what motivates employees' behaviour. Other scholars note that motivation refers to the inner drive that ignites behavioural actions to satisfy needs (Ikalafeng, 2006:153).

According to Mullins (2005:135), there are two categories of motivation, the extrinsic and intrinsic. Extrinsic motivation is related to 'tangible' rewards such as salary and fringe benefits, security, promotion, contract of service, the work environment and condition of work. Such tangible rewards are often determined at the organisational level and are largely outside the control of individual managers (Mullins 2005:135).

Intrinsic motivation is related to 'psychological' rewards such as the opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition and being treated in a caring and considerate manner. The psychological rewards are those that can usually be determined by the actions and behaviour of individual managers (Mullins 2005:136).

Motivation is closely linked with leadership. The manager works with and through people to achieve the objectives of the organisation. Management has the ability to get things done through others. It is the internal drive that encourages employees in an organisation to achieve its goals. The modern manager realises that employees are unique, each with his or her own values, attitudes, interests, physical makeup and emotional set (Mullins 2005:136).

There are three primary ingredients in motivation called the motivational formula. These are ability, effort and desire (Steer and Porter, 2001: 227). According to Steer and Porter (2001:227) ability is the capacity of the individual to do something. A person, for instance has the ability to sell what the firm offers. Ability further refers to the skill and competence of the person to complete a given task. However, ability alone is not enough. The person's desire to accomplish the task is also necessary. Effort is the drive, energy and time the individual expends in the pursuit of an objective. Desire is the wish, want or urge for the particular objective. It is up to the will of someone to achieve the goals. A company becomes successful when employees have the ability, effort and desire to accomplish the task. These three functions are critical to effective performance in an organisation.

2.2.1.1 Advantages of Employee Motivation

Young (2000:226) suggests that there is a direct link between motivation and a firm's control processes. Kotter (1960:151) considers motivation talent as one of the most important corporate leadership skills. Motivation is an important recipe of good management. In Golemans (1998:33) words, "If there is any trait that virtually all effective leaders have, it is self-motivation and the ability to motivate others." In any organisation a manager's leadership style influences the motivation of staff to a great extent. The management must make employee work fulfilling by motivating staff, by listening to employees and provide opportunity for them. The employer must find out what real cause the employee to complain and try to address the complaints in time. That will help to retain employee as they will be happy that their issues are resolved or at least being heard. The organisation must try to recruit and retain special employee who can fit with organisation culture and make contribution in organisation (Golemans 1998:33). Some specific advantages of employee motivation are:

- **Reduced Employee Turnover**

If the company's employees' morale were boosted, or if the employees were motivated there would be a decrease in employee turnover. The employees' performance in the organisation would improve as they would be satisfied with what the organisation was doing for them (Golemans 1998:33).

- **Retention of skill**

The organisation that is able to retain its staff for a long time usually benefits from the experience and qualifications of the staff. Most of the time companies have internal training which they have aligned with the organisational systems (Golemans 1998:33). Therefore if they retain staff, that knowledge and skill acquired will not be wasted or lost by the company.

- **Increased Productivity and Job Satisfaction.**

The relationship between job satisfaction, motivation and efficiency or productivity is important in the business industry as well as personal life (Murray, 2010). Employees who are satisfied are motivated, produce output with fewer resources. Job satisfaction is not the same as motivation or aptitude although is clearly linked (Michael, 2008). Although the job satisfaction is not the same as motivation, its influencing factors such as job rotation, job enrichment and management style make employee satisfied and feel recognised and this raises employees' morale. A motivated employee is able to work long hours and produce above average returns, resulting company making profit. The organisations are striving hard to motivate their employees by making the work place conducive. This is also working as a retention strategy.

2.2.1.2 Motivation strategies

Motivators are factors associated with the self-actualisation of the individual on the job such as achievement, recognition, responsibility, growth and advancement. Job satisfaction and high productivity are associated with motivators (Myers, 1964:44). Much research has been done in industry on how to enhance worker motivation, to improve productivity and job satisfaction.

Empowerment occurs when individual employees in an organisation are given authority, trust and encouragement to accomplish the task (Coens and Jenkins 2002.) The organisation must encourage the staff to pursue new ideas and give them the platform to promote those ideas.

Most companies have realised that providing rewards system to organisation is health to the organisation as manager often use the rewards to reinforce employee behavior that prevails in the organisation. The rewards need to satisfy the employees and they must be all available to all employees in the same position distributed fairly and equitably. If employees' needs are met they will find the environment conducive and work hard to exceed the set target (Steer and Porter 2001).

The company may use job enrichment, which may improve performance if skill is required to do the job match the jobholder's ability. Job rotation – employees are assigned different jobs on temporary basis. This strategy is important to any organisation as it motivates staff on one hand and on the other hand used as succession plan. The practice also exposes employees to multitasking. When an employee resigns or takes leave the company has knowledge of who to pick to replace him (Murray 2010; Myers, 1964:44).

Previous research indicates that employees are motivated to work harder because if there is a social contract which made the work enjoyable and if they had freedom in pacing their own work.

Other work indicates that incentives boost employee morale (Mondy 2010). The employee must be induced to participate by the use of incentives. Mondy distinguishes between material incentives and personal incentives and notes that material incentives are not effective beyond the subsistence level, except where income is an indication of social status and personal development. The personal incentives of distinction, prestige, personal power and the attainment of a dominant position are found to be more effective.

Henry (1948:20) did a study of executive personality and job success by administering the Thematic Apperception Test on managers. In his study, he concluded that executives showed a strong desire for achievement. Morse (1953:61) studied supervisors and found them to be more satisfied than rank and file employees in the areas of security, fringe benefits, and fairness of treatment and working conditions.

Lindner (2005:47) examined the ranked importance of motivational factors of employees. His findings found that interesting work and good pay are key to higher employee motivation. The rewards systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary and nonmonetary compensation were carefully designed and considered. Interesting work, good wages, full appreciation of work, job security, good working conditions and promotion and growth in the organisation were found to be the most important motivators amongst employees.

Other studies found that interesting work ranked as the most important factor. Pay was not ranked as one of the most important motivational factors

by Kovach et al (2001:30), but was second in both the Lindner (2005:59) and the Harpaz (1990:125) research. Full appreciation of work was not ranked as one of the most important motivational factors by Lindner (2005:62) and Harpaz (1990:28), but was ranked second by Kovach (2001:26) and third by Lindner (2005:60). The discrepancies in these research findings support the idea that what motivates employees differs, given the context in which the employee works. What is clear, however, is that employees rank interesting work as the most important factor.

Kovach (1987:22) study found that the employees who work for the organisation are naturally motivated. What the organisation needs to do is to utilise their natural ability. The study reveals that the first step the company should take is to utilise its employees' natural abilities to eliminate the organisation's negative practice that zap away their natural motivation. Secondly, the organisation should develop a true motivator which can spark all employees into being motivated. The employees' natural motivation relies on the fact that people have the human desire for affiliation, achievement and control over their work. They also have desires for ownership, competence, recognition and meaning in their work. The study stated that many companies treat employees as disposable. The employees generally receive inadequate recognition and rewards (see also Kovach, Hughes, Fagan, and Maggitti, 2001:24; Harpaz 1990).

Boxall and Purcell (2003) argue that among the things that organisations need in order to be effective are a mission and strategy, an organisational structure and human resources. They acknowledge that the issue of human resource is topical in studies of effectiveness in organisations. Inadequate Management acknowledgement makes it difficult for employees to do good work. Studies reveal that insufficient training, excessive levels of required approval, endless paperwork, failure to communicate, insufficient delegation of authority and lack of a credible vision contribute to employees' frustration.

Reece and Brandt (2006:152) emphasise the need for top management to treat human resources as a key element of effectiveness viz-a- vis staff retention. They further establish that the contribution of human resources to organisational effectiveness includes the following: assisting everybody in the organisation to reach stated goals; employing the skills and abilities of the workforce efficiently; providing the organisation with well-trained and motivated employees; assisting in the attainment of the employees` job satisfaction and self- actualisation; developing a quality work life that makes employment in the organisation desirable; assisting with the maintenance of ethical policies and socially responsible behaviour; managing change to the mutual advantage of individuals, groups, the organisation and the public, and executing human resources functional activities in a professional manner.

2.2.2 Productivity

The National Trade Union of Mauritius (2005:69) defines productivity as a process of continuous improvement in the production and supply of quality output through efficient, effective use of inputs as a team for the betterment of all.

The European Productivity Agency (2009:13) defines productivity as above all a state of mind, "it is an attitude that seeks the continuous improvement of what exists. It is a conviction that one can do better today than yesterday and that of tomorrow will be better than today."

The Asian Productivity Organisation (2008:23) defines productivity as the belief in human progress. It is stated that productivity is a state of mind which aims at perpetual improvement. It is a ceaseless effort to apply new technology and new method for the welfare and happiness of mankind. It is

the training of mind and development of attitudes of the people as a whole which determines whether the nation will realise high productivity.

According to Armstrong and Murlis (2004), productivity is the rate at which goods and services are produced by increasing efficiency. The company which uses few resources to produce greater or more output is said to be productive. Productivity is measured by dividing output by input. It presents the greatest opportunity for increasing profits since in the broadest sense it includes all resources. Brain (1982:68) contends that productivity is effectiveness divided by efficiency. Effectiveness is the total result achieved while efficiency is the total resources consumed.

Once the organisation has put productivity measures in place it can be monitored and compared to objectives, unfavourable variances can be promptly recognised and management attention focuses on correcting the related problems or obstacles.

2.2.2.1 Significance of Productivity

Organisations need to grow and are responsible for ploughing back the returns into the community; this could be by way of employment or sponsoring community events.

Countries are generally interested in productivity because it has a major influence on social and economic phenomena such as inflation, economic growth and balance of payments. According to Prokopenko (1990) increased productivity enhances the standard of living of people and low productivity leads to an adverse balance of trade, poor growth and un-employment. It is important for any organisation to ensure its survival in the market place and it can only achieve that if it is able to motivate its staff to work hard through offering positive incentives

2.2.2.2 Factors affecting productivity

Cascio (2006:45) claims that composition of an organisation affects its productivity. Organisation structures are important since they provide the basic potential for high productivity. Inappropriate structure militates against productivity. The company must improve the technology in use, the system, procedures and the staff. The company should not just use technology for its own sake, but must choose the ones that can enable it to make rational decisions as to what to do and when to adopt it. Moreover, today's organisations try to boost their productivity by strengthening programmes that may motivate employees to perform better. That is to say they exert high effort from employees through motivational methods such as efficiency wages and performance rewards (Deeprise, 2003:25). The study will establish the kind of reward systems at BR.

Cummings and Worley (2009) add that employee engagement is crucial to the success of an organisation. The company Leaders who want to drive growth through innovation should create an environment that welcomes new ideas and should engage employees as key components. Employees are not necessarily tied to salary but rather to their relationship with their immediate supervisors.

Mullins (2005) observes that employees look for some sort of motivation or encouragement and appreciation from their employers and wish to be provided with the right compensation for the job that they carry out in the organisation. In any organisation, employees should be kept up-to-date, from time to time, with regard to the current and prospective requirements of the business (Mullins 2005). This helps to create a sense of self-responsibility which, in turn is a self-motivating factor, enabling them to sustain in the market and work towards their own security. At least, every employee should be able to satisfy himself and the employer by way of his performance and productivity.

2.2.3 The Relationship between Productivity and Motivation

Modern and ancient studies are in agreement that motivation is an aid to production. A highly motivated employee is highly expected to perform much better than an employee who is not motivated. According to the study of the past, motivators are factors associated with the self-actualisation of the individual on the job such as achievement, recognition, responsibility, growth and advancement (Myers, 1964:44). Production on itself is a motivation factor, if an employee does production; the most likely thing is that he or she will feel above everything, even if no comment comes his way the realisation that someone has done something good for the company is enough motivation on its own. If someone is satisfied and happy at his/ her workplace, he/she is more likely going to work hard to achieve results so that he or she is recognised. When someone is recognised, there is always a room for growth and advancement.

The modern research by Jim Collins on organisational performance indicates that successful companies have leaders who build enduring greatness through a paradoxical blend of personal humility and professional will. The most important thing in such leaders is the search for the motivational factors in them. Thus is a company can be referred as successful and in that success, there is no motivation. After mentioning the quality of the leadership, there is an indication that such leadership has Inspired Standards to Motivate (Murray, 2010). The leaders rely on instilling inspired standards and not inspiring charisma to motivate (Collins, 2010). They build a culture of discipline in anything they do.

2.3 Theories of Productivity and motivation

2.3.1 Maslow Hierarchy Needs Theory

This theory identifies physiological needs, security needs, social needs, esteem needs and self-actualisation as elements to be satisfied to realise improved productivity from employees. This theory according to Torrington and Hall

(1987:102) refers to the fact that human needs are sequentially arranged from the most basic needs to the luxury ones. The theory suggests that only when an organisation meets these needs will the employees be motivated. Maslow's needs hierarchy holds that an individual strives for the satisfaction of needs at different levels. When needs at one level are basically satisfied, they no longer serve as motivators, and the individual moves on to the next level in the hierarchy (Torrington and Hall 1987:102).

According to Steer and Porter (2001:227), Maslow's Hierarchy of needs has been adopted by many companies. It is frequently used by companies as a foundation of development programmes such as participation in management, job enrichment and quality of worklife project. The hierarchy of needs suggests which needs are most important for an individual at a given time. This needs hierarchy is a priority in which one level of needs must be reasonably well satisfied before the needs at the next higher level become prominent (Steer and Porter 2001:227). Maslow's theory shows that people need to be recognised and can perform better if they can see themselves as part of the organisation for example by participating in organisational decision making (Steer and Porter 2001:228).

Applying Maslow's needs hierarchy, an organisation must have a variety of factors to motivate behaviour since individuals will be at different levels of the needs hierarchy. The Maslow theory of needs is linked with what is happening in the society at large. The theory acknowledges that if people are not satisfied at home, they cannot be productive at work. They need to have their physiological needs satisfied before they even think of going to work. It is evident that this theory acknowledges that the organisation must try to make its employees happy. The employees have social needs as well as self-actualization needs that management has to take care of for the company to do well.

(Deeprise,2003:18)

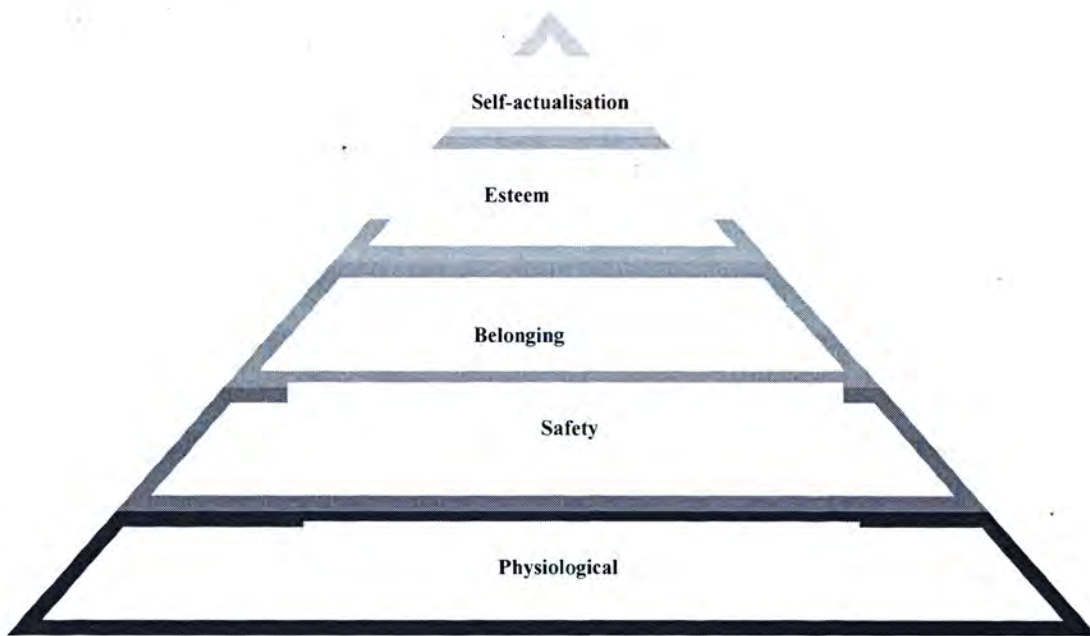


Figure 2.1: Maslow Hierarchy of Needs Model

Maslow theory is supported by the Douglas McGregor Theory Y which presents a dynamic view of man. The individual is seen as having growth and development capacities and problem of motivation is now placed directly in the lap of management. The theory states that since the workers have potential, management must decide how to tap it. Management must re-evaluate its thinking and begin focusing attention on ways of allowing workers to attain their upper level needs (Deeprise 2003:18).

Gruenberg (2004:82) contends that it is only when welfare factors such as pay are adequate that one can begin to structure a job so that motivators can come in to play a part in an individual's satisfaction. Of course, this view agrees with a lot of opinions about money that it is just a momentary motivator which creates excitement when it is there, but once consumed by employee's personal demands the employee goes back to the state of dissatisfaction.

Maphorisa (1987:3) asserts that “individuals get motivated if working conditions are on par with their needs and if expectations about their jobs are fulfilled. According to Duke (1984:29), employees should also be confident that they can take up positions or vacancies that arise in the organization from time to time.

2.3.2. Two Factor Theory

Herzberg (1965:100) has developed a two-factor (identified as motivator and hygiene) theory of motivation. According to Herzberg (1965:100), satisfaction depends on the work itself (intrinsic), satisfaction with the job, recognition, achievement, promotion (advancement or growth). The hygiene factor relates to the work environment or the job context (Holt 1993:416). These include company policies, pay, guidelines for administration, rules affecting job security, physical surroundings and the nature of supervision. The hygiene factor indicates that providing equitable salaries may not prevent dissatisfaction, but that does not mean that employees will be satisfied with their jobs or motivated to perform better (Brain, 1982:65). Motivator factors are associated with the job content. These factors include achievement, recognition, work itself, responsibility, advancement and personal growth on the job. According to Hodgets and Kuratko (1988:88) Herzberg’s theory is similar to Maslow’s. Herzberg’s hygiene factor coincides with Maslow’s low- level (physiological, safety and social) needs. His motivators coincide with Maslow’s upper level (esteem and self -actualisation) needs (McClelland, 1961:25).

However, Herzberg’s theory has been criticized for a number of reasons. Ewen (1964:41) points out (a) the narrow range of jobs studied, (b) the use of only one measure of job attitudes, (c) the absence of an overall satisfaction measure, and (d) the absence of any validity and reliability data as some of the weaknesses of the theory. Dunnette (1965:66) asserts that the two-factor theory is an oversimplification of the world of work.

When Herzberg (1965:134) retested his theory with a lower-level group of supervisors from a wide range of industries in Finland, he found out again that achievement, recognition, responsibility, advancement and work itself were significantly unidirectional. At the same time supervision, company policy and administration, working conditions and interpersonal relationships with peers appeared significantly more often in the low sequences than in the high sequences. He concluded that the Finnish study was "thus confirmatory of the basic thesis presented" (Herzberg, 1966:102).

2.3.3 Expectancy Theory

Vroom (1964:48) came up with the expectancy theory which posits that people are not only driven by needs, but also make choices about what they will or will not do. It proposes that individuals make work related decisions on the basis of their perceived abilities to perform tasks and receive rewards. The expectancy theory of motivation suggests that people are motivated by how they want something and how likely they are to get it. If a worker sees improved performance leading him to promotion, then he becomes productive in order to achieve promotion. According to Harpaz (1990:64), Vroom theory is based on the belief that employee effort will lead to performance and performance will lead to rewards. Accordingly, Skinner (1953:22) asserts that managers should positively reinforce employee behaviours that lead to positive outcomes.

2.3.4 Acquired needs theory

Developed by McClelland (1961) in the 1960s, the acquired needs theory proposes that people develop a profile of needs that influence their behavior (Adam, 1965:25). These needs influence their behavior, but organisational circumstances also influence these needs (Vroom 1964:48).

2.3.5 High Achievement Needs Theory

According to the acquired needs theory, employees with high achievement needs enjoy challenges and thrive in high stimulating environments. McClelland (1961:127) and Harpaz (1990:64), urge that achievers need a clear and adequate feedback on the performance results. The theory indicates that achievers are not always the best managers in the organisations because the organisations are based on diffused authority and group responsibilities; however they are the most creative in the organisations. This theory also suggests that power is used as a sense of responsibility for controlling others and influencing subordinates in the organisation. Power oriented managers are comfortable with executive decisions and facing competitive situations.

People with high affiliation needs prefer friends to participate in work environments in which the quality of group interaction is more valued than creativity and the ability to influence others.

2.3.6 McGregor's Assumptions on Theory X and Y

A colleague of Maslow's, McGregor, used the hierarchy of needs for a new approach to managing people in industry. McGregor (1960:26) contrasted the traditional management view which he called Theory X to a proposed management system which he called Theory Y.

Theory X makes a set of assumptions, it assumes that people dislike work and are lazy as they cannot do it willingly; therefore they need to be coerced in order to work. People need to be threatened and directly controlled in order to achieve organisational goals. The average human being avoids leading and wants to be led. According to Nash (1985:13) this managerial viewpoint of the employees causes friction between management and workers. The workers feel oppressed and also not part of the organisation and this results in poor productivity as work is perceived as a form of punishment.

If Theory X is used to determine the existence of motivation, the carrot-and-stick approach may in some instances be useful as explained by Mpuchane (1993:34) in his study of the Central Transport Organisation.

The belief behind theory Y is that people (a) have the innate capacity for exercising initiative, accepting responsibility, and making worthwhile contributions, (b) feel work can be a meaningful and satisfying experience, and (c) will actively work for the goals of the organisation when these are compatible with their own goals. McGregor (1960:40) recommends using intrinsic motivation, where the person derives satisfaction from doing the work itself. The higher motives of responsibility, recognition, achievement and innovation should be activated. Workers should be given the opportunity to accept responsibility and exercise self-control.

This style of management is called supportive management and management by integration and self-control is based on the belief that people are potentially creative, trustworthy and cooperative and that people have potential for growth, achievement and constructive action with others (Likert 1967:110; Argyris 1964:69; Blake and Mouton 1964:45).

However, according to Nash (1985:15) The McGregor hypothesis has failed to support his view. The positive findings about theory have created job satisfaction but not productivity. In theory Y the most significant type of reward is not money but satisfaction, esteem and self-actualisation (Nash, 1985:15). Under theory Y, workers are not necessarily motivated to higher performance. According to Steer and Porter (2001:227) one would not know that a person who is putting in a great deal of overtime is doing it because of the extra income or simply out of love of the work. A single act may express several motives and motives are generally disguised. Different behaviours, on the other hand, may express single motives.

2.4 Empirical work on employee motivation from other regions

In his published thesis, Mpuchane (1993) investigates the effect of privatisation on employee motivation at Air Botswana which at that time had been reporting successive losses for the previous five years. The study revealed that just by the mere prospect of privatization, employee motivation increased. In investigating employee motivation at selected public and private sector organisations in the Eastern Cape Province of South Africa, Michael (2008:200) focused on public health and information technology sectors which were the key sectors affected by high staff turnover as a result of low motivation by the professionals in these fields. Key findings of the study were that: All employees in the selected public and private sector organisations were motivated to a very large extent by a combination of intrinsic and extrinsic factors. These included variables such as training and development, recognition/reward for good performance, a competitive salary package and job security (Michael, 2008:200)

A similar study in a British company called Drewberry also sought to establish whether information sharing between supervisors and their juniors motivated staff. The study established that 84% of business leaders who do not utilise employee opinion in making business decisions saw a drop in employee motivation while only 19% of business leaders who utilise employee opinion registered drop in employee motivation. Also, 91% of business leaders who feel they do not clearly communicate with their employees agreed they had perceived a drop in employee motivation (Dreberry 2009).

The three case studies above confirm what has been cited in literature relating to the need for employers to understand what their employees expect in return to serve as a motivational factor (Kovach, 2001:22). Some of the findings from the case studies which can be confirmed by literature include the need for

employers to utilise employee opinion and the need to communicate with employees (McClelland, 1961:127).

Jim Collins has studied how companies grow to attain superior performance. In a selection of 11 companies from more than 1400 that had been listed in the Fortune 500 from 1965 to 1995. The selected companies had mediocre results for 15 years and then went through a transition point. The Companies then outperformed the market by at least 3 to 1 and sustained that performance for more than 15 years. Each of these companies was compared with companies in the same industry and about the same size. The team used interviews, to identify the key factors that enable a company to move from mediocre institutions to great institutions.

For the company to be successful, they need what is referred to as the Level 5 leaders. This is an Executive who "builds enduring greatness through a paradoxical blend of personal humility and professional will." Among the most successful companies, each of them had a Level 5 leader's in the critical transition phase. None of the comparison companies had such. These leaders are described as being timid and ferocious, shy and fearless and modest with a fierce, unwavering commitment to high standards (Collins 2010).

The level 5 leaders are described differently by different analysts. "Darwin Smith, epitomizes Level 5 leadership as Shy, awkward, shunning attention, he also showed iron will, determinedly redefining the firm's core business. Wall Street's skepticism described them as in terms of Personal Humility. Good-to-great leaders are self-effacing, quiet, reserved, and even shy-more like Lincoln and Socrates than Patton or Caesar (Collins, 2010). He also went on to show that they have Inspired Standards to Motivate. Level 5 leaders rely on instilling inspired standards and not inspiring charisma to motivate. They build a culture of discipline in anything they do. It is not a tyrannical disciplinarian one but one that is beneficial to both the company and an individual being disciplined.

The comparison companies lacked these factors and quality of leadership and as a result failed to become great. Perhaps the most important component of the transition from good-to-great is what he calls "Level 5 Leadership".

2.5 Conclusion

Having critically assessed the literature associated with the determinants of motivation and its impact on efficiency, it can be argued that motivation generally has positive impact on efficiency and productivity. The literature shows that individuals get motivated if working conditions are on par with their needs and if expectations about their jobs are fulfilled. Applying Maslow's hierarchy of needs, an organisation must have a variety of factors to motivate behaviour since individuals will be at different levels of the need hierarchy. This is because employees have social needs, esteem needs and self-actualisation. Companies have to manage all of these if they are to realise increased level of productivity.

The literature looked into the relationship between employee motivation and productivity. It found that the relationship between job satisfaction, motivation and efficiency or productivity is very important in the business industry as well as personal life. Employees who are satisfied are motivated, produce output with fewer resources. Job satisfaction is not the same as motivation or aptitude although is clearly linked. Although the job satisfaction is not the same as motivation, its influencing factors make employee satisfied and feel recognised and this raises employees morale. A motivated employee is able to work long hours and produce above average returns, resulting company making profit. Companies today are striving hard to motivate their employee by making the work place conducive.

The second batch of theories discussed reinforced the aspect of motivator factors, such as promotion, autonomy and the ability to use one's skills and talents on the job, as variables that influence employee productivity.

The literature also showed that employees can be induced or motivated by the use of incentives. These incentives include promotion, salary increase and training. Incentives can also be grouped into material incentives and personal incentives. It was discussed that material incentives only work up to a certain level and that personal incentives were perceived to be the most effective.

However the effectiveness of the motivators varies according to situations. In some empirical work, "that interesting work" ranked as the most important factor while "pay" was not ranked as important. In other studies "pay" was regarded as very important. Yet in other studies, "full appreciation of work" was not ranked as one of the most important motivational factors. The discrepancies in these research findings supports the idea that motivates employees differs according to the context in which the employee works. What is clear is that these specific employee needs should be taken care of by the company in the context of the prevailing situation. Hence, the interplay between employee motivation, self-fulfillment, self-development and productivity at Botswana Railways are going to be investigated in this research as no literature has dealt with it before.

CHAPTER 3

METHODOLOGY

3.0 Introduction

This chapter presents an overview of the research methodology. The credibility of the research findings depends on the appropriateness and reliability of the methods used in data collection and the analysis process (Saunders, Lewis & Thornhill, 2009). This section highlights research instruments used in the data collection, the research design, and analysis of the data and limitations of the field research.

3.1 Research Design

Both qualitative and quantitative methods were used to source primary information. Where the information sought was numeric, quantitative approach was used, and where specific information was required that needed more description, qualitative methods were used. A questionnaire was used to collect the quantitative information while an interview schedule was used to collect qualitative data (see Hunter, 2005:68; Yates 2004:26). According to Gay and Airasian (2000:11) qualitative research involves collecting data in order to answer questions about the current status of the subject or topic of study and are exploratory (see also Leedy and Ormrod 2005:134). They help to obtain information about the preferences, practices, concerns and interests of groups of people. Therefore the researcher believes that the descriptive qualitative method is appropriate for investigating the attributes of motivation and the impact on productivity.

3.2 Sample and sampling method

Purposeful sampling method was used for this study for two main reasons; firstly, it would have been difficult for the researcher to survey all the offices and branches of Botswana Railways as this would demand significant resources. Hence the researcher decided to survey the head office located in Mahalapye as it is representative of all the departments in the country. Secondly, certain queries, such as those pertaining to employee productivity and motivation could only be answered competently by the heads of departments and supervisors. Hence the study was focused to survey the heads of the five departments of Botswana Railways. Purposive sampling can be very useful for situations where the researcher needs to reach a targeted sample quickly and where sampling for proportionality is not the primary concern. With a purposive sample, the researcher is likely to get the opinions of his target population, and is also likely to overweight subgroups in his population that are more readily accessible (Gay and Airasian, 2000:45). This is the case with the study at BR. The whole population of workers numbering 140 at the head office at Mahalapye station was surveyed, so it was a complete census. This was because the researcher works at this office and it was easy for him to survey them since they were located in the same office, hence it was possible to get responses from both employees and managers.

The population/sample is analysed in Table 3.1. The employees were drawn from all the departments.

Table 3.1: Category of employees

Item	Category	Population Size	Sample Size
1	Operations	39	39
2	Marketing	8	8
3	Engineering	15	15
4	HR	28	28
5	Finance	20	20
6	Others	30	30
Total		140	140

For the interviews, a purposeful sample was drawn from the managers of the five departments. These managers were asked whether they had seen improvements in employee motivation and productivity as well as the possible reasons for such improvements. That is to say five senior employees of BR were interviewed to obtain the information that junior employees were not competent enough to respond to.

3.3 Data Collection

3.3.1 Interview schedules were used to gather specific information from the managers and supervisors. Such information could not be competent dealt with by the junior employees, for example queries touching on whether their productivity had increased.

3.3.2 A questionnaire which consisted of both open and close ended questions was used to capture responses. Kent (2007:151) defines a questionnaire as “any document that is used as an instrument with which to capture data generated by asking people questions.” On the other hand, (Parasuraman, Berry, and Zeithaml, 2004:305) define a questionnaire as “a set of questions designed to generate data necessary to accomplish a research project’s objectives”. The researcher also wrote comments, reflections on memos during the data collection which were later used to organise data analysis. It helped to identify patterns at this stage (Gay and Airasian,

2000:238; Pansiri, 2007).

The questionnaire was used to enable the respondents, comprising junior employees, to give the best information and ensured that the respondent completed it at his/her convenience. Although managers also answered these questionnaires, they did so in their capacity as employees but not as managers.

3.3.2.1 Construction of the questionnaire

Both open and close ended questions were included in the questionnaires (Brace 2004:54). The closed questions are suitable for restricting the respondent to the specific requirement, while the open-ended questions give the respondent more room. Mostly, the close ended questions were used because they require respondents to answer clear, specific questions and therefore give a high level of control to the questioner. They also save time because they are less time consuming for respondents to complete. The four-point rating scale was used in the majority of the questions with A (Strongly Agree), B (Agree), C (Disagree) and D (Strongly Disagree) as the options. Other questions used the Yes/No options. In designing the questionnaire the researcher ensured that there was no ambiguity in the questions and the layout of the questionnaire was simple.

3.3.2.2 Pilot Study

It is always advisable to pilot the questionnaire before the survey (Brace 2004:163). According to Polit, Beck and Hungeler (2001:467) a pilot study refers to a "small scale version(s), or trial run(s), done in preparation for the major study". Baker (1994:182-3) states that a pilot study can be the pre-testing or trying out of a particular research instrument. A pilot study is therefore important as it improves the quality and efficiency of the study.

The questionnaire was pretested amongst 10 peers at the BR headquarters. This pilot testing was used to ensure that the questionnaire met the researcher's expectations in terms of the information that was obtained. The design flaws that were identified by the pretesting included some questions that the researcher had included that seemed difficult to the respondent. Such questions were rephrased.

It was found that the time given to complete the questionnaire (five days) was not adequate as some of the respondents did not manage to complete the questionnaire probably due to work constraints. This led the researcher to extend the completion time to 14 days.

3.4 Data Analysis

The data was analysed using SPSS (Statistical Package for Social Sciences version 17.0). The analysis involved the computation and utilisation of descriptive statistics (frequency tables and histograms) and correlations analysis. The data was coded and entered into a SPSS. The information was presented in graph charts and descriptive tables using MS Excell tools.

Validity and Reliability

The researcher made sure that the questions were clear and unambiguous. The questions were short and phrased in simple language. Both issues were dealt with through the use of a pilot study (to be discussed later). The researcher took into account the format and font size used in the questionnaire and the same formatting was maintained throughout the questionnaire. Data editing was done to increase the accuracy and precision. It involved the screening of the questionnaire to identify illegible and incomplete responses.

3.5 Validity

Validity is concerned with whether the findings are really about what they appear to be. An assessment of the relationship between variables can be made to see whether or not it is authentic (Robson 1993:65). The pretesting in the pilot study was done to ensure that the results obtained reflected the reality and were reliable.

3.6 Ethical considerations

Ellis and Steyn (2003:15) perceive ethics as the application of moral principles while interacting with others in order to be respectful and fair and promote healthy relationships. This implies that it is not enough for the researcher to be aware of fundamental principles guiding ethical decisions; the researcher was also concerned about ethics so as to be cautious about hurting people who had something to do with the research. In light of this, the researcher embarked on an empirical study that ensured that basic ethical principles guiding research were adhered to. The researcher was open with the participants, explained to them the purpose of the study and other information that increased their willingness to participate. No undue pressure was placed on the respondents to elicit answers from them.

Respondents were informed that they had the right to withdraw at any time during the study. Although this study posed no risk of physical harm, the researcher also took into consideration the fact that should any such risk arise, the respondents would be informed of such consequences of participating, including expected benefits of participating.

Respondents were issued with a letter by the researcher seeking their permission to participate in the survey. It was only after such consent that they were able to complete the questionnaire. Respondents also had the option not

to complete certain sections of the questionnaire with which they may have been uncomfortable.

3.7 Limitations of the study

One limitation that the researcher observed was the cycle of the questionnaire completion time of 14 days. The researcher had to constantly remind respondents to complete the questionnaires through reminders. This resulted in a lower than expected response rate.

3.8 Conclusion

This chapter focused on Research Design and Methodology. A survey approach was used as the basis for designing the entire research. Both questionnaire and interview schedules were used to capture the primary data. Purposive sampling was used to obtain the respondents for both the instruments. Frequency tables, histograms and correlations analysis were the suggested methods to be used for data analysis.

CHAPTER 4

PRESENTATION OF FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter discusses the research findings and provides analysis of the data. It is divided into two sections. Section A discusses data gathered through self-administered questionnaires from the general employees of Botswana Railways. Section B discusses information gathered from the departmental heads at Botswana Railways.

SECTION A: Findings from the general employees of Botswana Railways

4.2 Biographic information

4.2.1 Age profile of the BR Employees

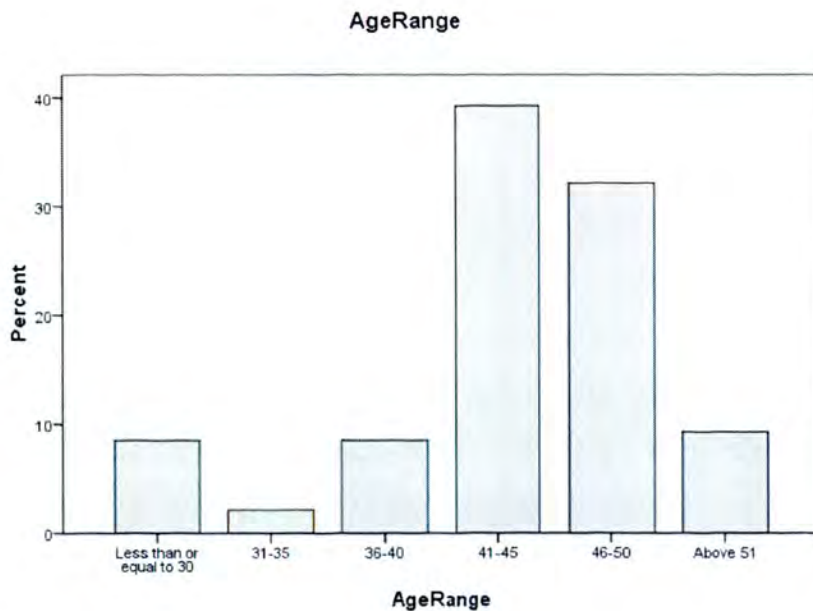


Figure 4.1 Age range of employees

The above findings reveal that most of the employees were aged between 41 and 45 years, forming 39.3% of the sample. This was followed by those between ages 46 and 50 forming 32.1 percent. In other words, 71.4% of the employees are between 41 and 50 years old. The younger generation of employees is underrepresented with only 8.6 % 30 years and below and only 2.5% are between 31-35 years. The fact that only 8.6% of the employees are below 30 years could mean that the productivity of the employees is low as it has been observed that older people are less productive. This because a significant amount of their time is spent away from work as they are more prone to fall ill due to old age than younger employees (see Aloyo and Wentzel 2011).

4.2.2 Gender Profile of the employees

The above findings reveal that 67.9% of employees were male whilst 32.1% were female. It is not clear what implication gender balance could have on the productivity of BR as the study lacks a theory to link the two.

4.2.3 Education Profile of the employees

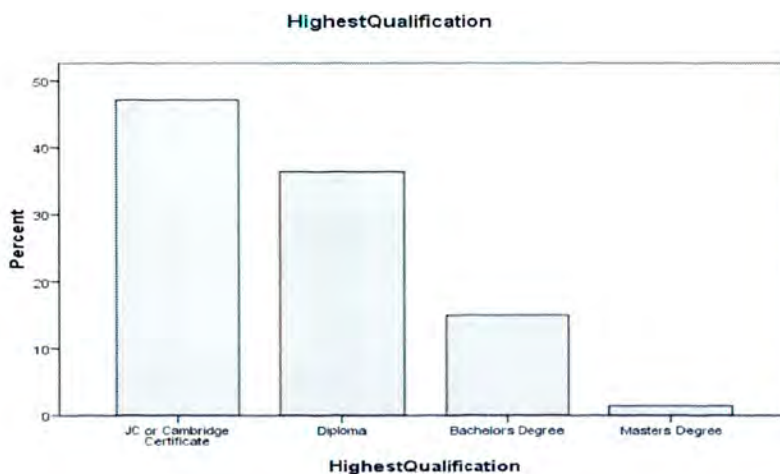


Figure 4.2: Highest qualification

The above findings reveal that 47.1% of employees had their highest qualification as J.C or Cambridge Certificate, 36.4% ended at Diploma level, 15.0% got to Bachelor's Degree whilst 1.4% went up to Masters Degree. The education profile at BR could have a negative impact on productivity as most of the employees, in deed over 80%, do not have a degree and a good percentage only have a matric, as productivity of employees increases with the level of education.

4.2.4 Employee Distribution according to Department

27.9% of employees were in the Operations Department, 5.7% were in marketing, 10.7% were in engineering, 19.3% were in human resources department, 21.4% were in general management whist 0.7 were in corporate services

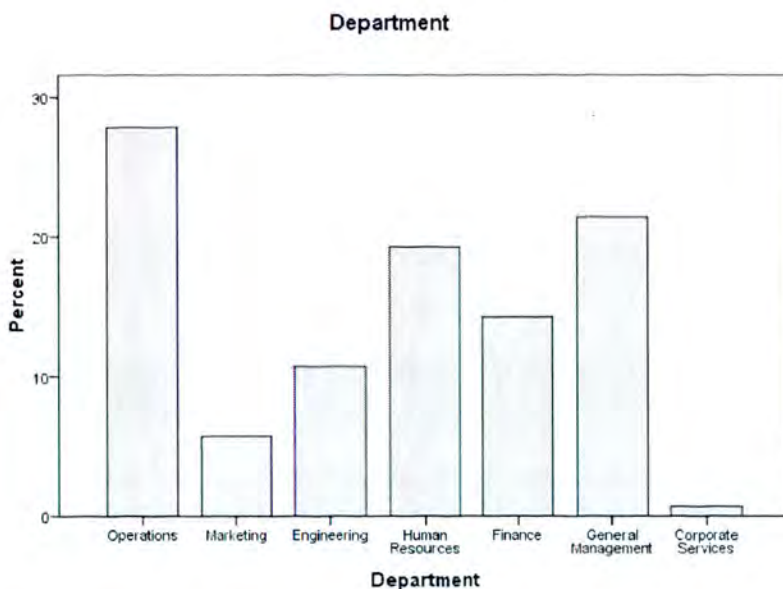


Figure 4.3: Employee Distribution according to Department

4.2.5 The Distribution of Positions

57.9% of employees were Officers, 23.6% were supervisors whilst 18.6% were in management.

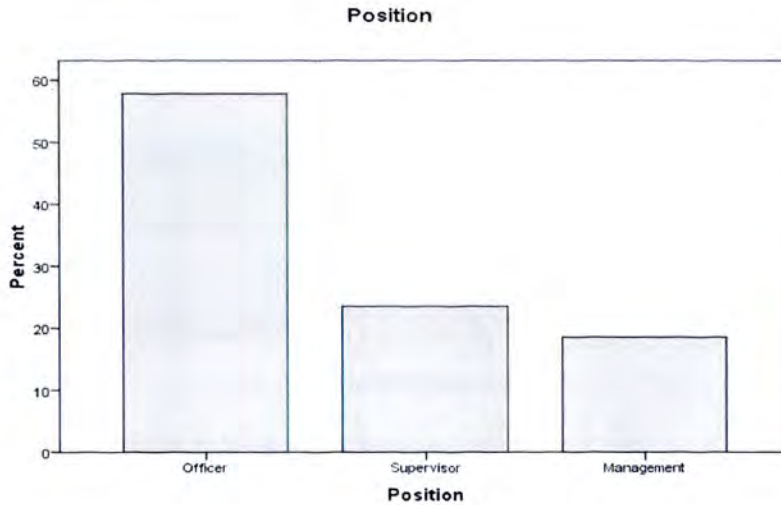


Figure 4.4: Ranking of Employees

It is a bit worrying that the company has a rather high proportion of management employees (approximately 42.2%) to general employees. This could lower the productivity of the company as the managers and supervisors roles could be overlapping as there are only a few employees to oversee or supervise.

4.2.6 Monthly Gross Income

11.4% of employees were earning less or equal to P5000, 45.7% were earning from P50001 to P10000, 19.3% were earning P10001 to P15000, 7.1% were earning P15001 to P20000, 12.9% were earning P20001 to P25000, whilst 3.6% were earning above P25001. These figures show that the average

earning is low and this could have a dampening impact on the motivation and productivity of employees.

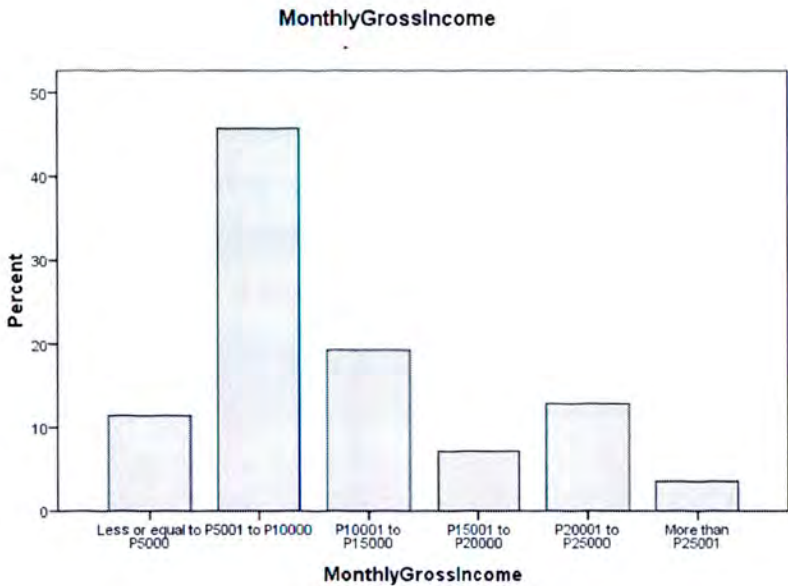


Figure 4.5: Monthly gross income

4.2.7 Years with Employer

9.3% of employees had worked for the company for one to two years, 17.9% had worked for 5 years to 15 years whilst 72.9% had worked for more than 15 years. Hence it seems that the company does not have a significant number of new entrants as a significant number of the employees have been in the firm for more than 15 years.

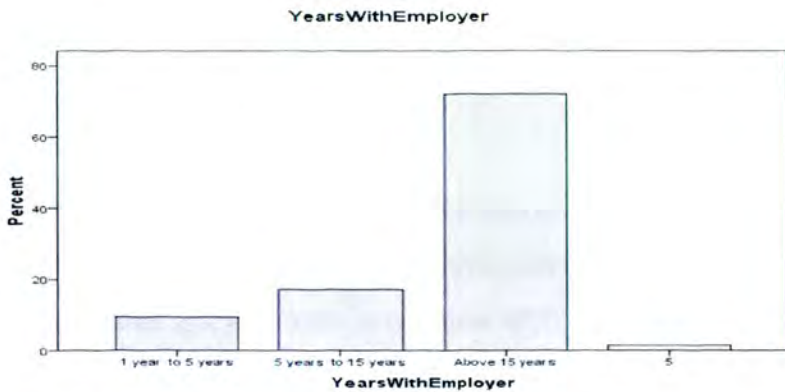


Figure 4.6: Years with employer

4.3 The interaction between selected employee attributes and job characteristics

The Pearson correlation method was used to test the causality between variables describing characteristics of the working conditions and certain strategies of the BR to enhance employee performance. A less than 0.05 p-value is deemed statistically significant and the null hypothesis is rejected. In such a case, a conclusion is made that the independent variable influences the dependent variable (Diamantopoulos and Schlegelmilch, 2004).

4.3.1 How Self Development is Caused by Having Supportive Co-workers

The research sought to establish how having supportive co-workers (as the independent variable) can engender self-development, whose correlation was established to be 18.2%. The experiment produced a p-value of 0.031 which is less than 0.05 and statistically significant. This suggests that when an employee has supportive coworkers he can develop himself to achieve more for the organisation. This is related to the observation made in Section 2.2.1 where it is discussed that factors that boost the morale of employees also boost performance including self-development.

4.3.2 How having Supportive Co-workers Raise Self Confidence of employees

Working with coworkers who are supportive and who can be relied upon even when things get tough to raise someone's self-confidence was investigated. A correlation of 20.1%, with a p-value of 0.017 (less than 0.05) was found. The correlation coefficient is statistically significant since it is less than 0.05. This suggests that working with people who are very supportive can be relied on

when things get tough. When coworkers are supportive, they raise one's spirits at times when one is low and in this form one's self confidence is often kept very high. One is not afraid of what will befall him because he knows that his coworkers are behind him as a team, confirming Sherlekar (2004:235) statements discussed in Section 2.2.1.

4.3.3 How having a friendly Supervisor Raises Self Confidence of Employees

A correlation between raised self confidence and friendly supervisor was found to be 18.5%. A p-value of 0.028 which is less than 0.05 and statistically significant was established, suggesting that when an employee has a friendly supervisor, he is likely to have a high self-confidence. As in Sections 4.3.1 and 4.3.2, these variables were designed to test how the favourable conditions at the workplace boost employee self-management, which in turn enhances motivation and productivity and the discussion covered in the literature in Section 2.2.1 is corroborated here.

4.3.4 How Having a Considerate Supervisor Makes employees be on top of their Jobs

A correlation between being on top of things in one's job or duties and supervisors who are considerate is 19.9%, positive and weak correlation according to the criteria as set above. The p-value is shown as 0.018 and is statistically significant as it is less than 0.05. This indicates that at BR supervisors who are considerate and pleasant to work with increase the productivity and motivation of employees.

4.3.5 Does Having a Considerate Supervisor Increase the number of Sick Leaves?

When employees are absent from work because they are on sick leave, their productivity and the company output decreases. A query was designed to determine the frequency of sick leave application at the BR and whether having a considerate supervisor reduces this tendency. A correlation between sick leave and having a considerate supervisor was found to be -16.7%, a negative and weak correlation. The p-value was 0.048 showing a statistically significant negative relationship of causality. This suggests when an employee at BR has considerate supervisor, that supervisor is unlikely to offer that employee sick leave when in need.

4.3.6 Housing Allowance Versus Work Appreciation

Having good remuneration package was shown in Section 2.2.1.1 by Goleman (1998:33) as beneficial to employee motivation and that a motivated employee performs better at work. A correlation between work appreciation and housing allowance was -19.3%, a negative and weak correlation which, although was statistically significant as it registered a p-value of 0.022, it shows that having housing allowance contributes negatively to an employee appreciating his/ her work. The negative correlation could be due to the fact that both housing allowance and work appreciation are independent variables contributing to employee motivation.

4.3.7 How Promotion Enhances Work Appreciation

A correlation between work appreciation and promotion is -16.6%, a negative and weak correlation according to the criteria set above (that correlations that are above the absolute value of 50.0% show strong relationship). The p-value

0.049 is slightly less than 0.05. The correlation coefficient is statistically significant since it is less than 0.05. This suggests that even promoted employees do not necessarily display an appreciation for their work. This negates the information discussed in Section 2.2.1.2 where Myers (1964:44) asserts that incentives such as promotion are motivators that go a long way in enhancing employee productivity. This may as well imply that the information from the respondents was misleading in this instance and a second source of information, such as discussed in Section B of this chapter will corroborate or disapprove of their assertions.

4.3.8 How Motivation Enhances Employee Productivity

A correlation between employee motivation and productivity was run and yielded 20.5%, a positive but weak correlation. It also exhibited statistical significance as its p-value was 0.015. This clearly suggests that motivated employees are somewhat productive, confirming Myers (1964:44) observation as discussed in Section 2.2.1.2.

SECTION B

4.4 Presentation of the Interview Results

The results of the interviews produced information to ascertain whether programmes that enhance employee motivation and productivity had been applied at the Botswana Railways. It was further investigated whether these programmes produced any positive results. This information was sought out from the heads of the five departments at the head office of Botswana Railways. This information was crucial to confirming some results from the questionnaires which produced inconclusive results after analysis as the general employees at BR may have not been honest. The information was organised in to three main themes which are discussed below:

What kind of policies, programmes or initiatives have BR put in place to engender employee motivation and/or productivity?

The Chief Executive who heads the General Management Department responded that (Performance-based Management System) PMS have been introduced to motivate the staff. He argued that this was because better performing employees should be rewarded more than the under-performing employees. Hence when the employees are given notches (annual salary increase) the better-performing employees' salaries are increased by 4 %, and may be double that amount for employees whose performance is above expectation. He also noted that Customer Service training was introduced to up the skills of supervisors and their subordinates. Moreover, he noted, Change Management and Management Development Programmes for managers have been adopted at BR. Similar views were also expressed by the head of **Marketing and Supply Chain**.

When a follow-up question was raised about the morale of the employees, the CEO stated he is aware that the morale of some of the employees is low and attributed this low morale to complaints about low pay. He also noted that other demoralising factors could be job structures, poor working conditions, shortages of resources (e.g. wagons used to transport traffic).

The Director of Operations had this to say, "Yes, the employees were taken to customer services courses. To make them aware about what the customers need. It was a deliberate thing to make them aware that the money that pays their salaries comes from the customer, customer is the king". He added that those who were denied salary increase are demotivated. Moreover, he noted that those who got promotions were also motivated and sick leave applications have reduced.

The Director of Engineering, "They undertake trains working courses, customer services courses. They are also taken through maintenances and locomotive repair and services courses".

The **Director of Corporate Services Department** noted that the morale of the employees was low and that this had negatively impacted on the BR. "...employees are complaining of low salaries, about conditions of service, pay structure, lack of transparency within the organisation, lack of communication from the top and across the department. "We have implemented: Performance management system (PMS). Customer Services courses Train working regulation course management Development Programme, etc. This has caused employees in the specialised areas such as Engineering, information technology to leave the organisation for greener pastures. In fact in the last 6 months, approximately 33% have left the organisation".

The Chief Mechanical Engineer who heads the Mechanical Engineering Section stated that the employees at this Section have been taken through trains working courses, customer services courses, maintenance courses such as locomotive repair and services, and this, so he deemed, should uplift employee morale.

When asked if employee motivation has improved after implementing the above policies.

The Director of Corporate services observed that the motivation in general is still low as the employees still cited a lot of grievances such as poor condition of service and pay structure. However, he noted that customer complaints had reduced somewhat and that workers are nowadays punctual.

The Director of Engineering Department noted that the employees are still not motivated as the new recruits more often than not resign stating unfavourable

salary structure and poor working conditions. Even some of the long-serving staff resigns for the same reasons.

The Director of Marketing & Supply Chain observed that there are some indications that motivation has improved since, at least, the employees are able to hold meetings to discuss monthly traffic performance, the things that they could not do before. He also observed that those who had benefited from PMS promotion systems have been motivated and even assist customers outside the working hours, suggesting that the productivity of such employees has improved.

The Director of Operations, "I can call it improvement because, although some train drivers still drop the train in the main line (before the train reaches the destined stations) when their time to knock-off time reaches, others now make sure they reach the destinations even if knocking-off time has reached. Employee needs less supervision. There are also reduced sick leave applications".

It can be seen that the information here mainly suggests that for those employees whose salaries have been increased or who have been promoted have been motivated and are more productive as a result. However, the promotions and salary increments seem to have been done differently at the five departments of BR. This may be one reason why the results discussed in Section 4.3.7 are inconclusive. There is no indication that training of the staff has paid dividends. It seems the employees at BR are mainly concerned with initiatives that increase their remuneration. This was discussed in Section A and confirmed in this Section.

Since implementing these programmes, has the productivity of employees increased?

The engineering manager stated that productivity had improved slightly, because in 2010/2011 financial year BR managed to move 2071 million tons of

goods compared to 1880 tons and 1790 tons moved in 2009/2010 and 2008/2009 respectively. This, was achieved because the Engineering Department was able to repair wagons in time and the Operations Department supplied additional wagons.

Director of Marketing and Supply Chain, “we have experienced tonnage increasing from 1880 to 2071 million for the financial year 2010/2011, in spite of some of the challenges faced such as capacity constraints”.

This result shows that productivity at BR has improved partially because of the PMS reward system that is in place or because of investments in new wagons. It is not clear which of the two variables have more weight. This is in agreement with Section 2.2.3 where it is discussed that motivators increase employee productivity. Perhaps buying of new wagons and equipment was itself a motivation to employees who were happy to use new and efficient machines.

4.5 Conclusion

In this chapter, the detailed results of the research using statistical methods have been analysed. The results were drawn from two research instruments: questionnaire which sourced information from the general employees of Botswana Railways and interview schedule that sought information from the managers of the five departments at BR.

Most of the employees, 71.4%, of Botswana Railways are between 41 and 50 years of age. The younger generation of employees is underrepresented with only 8.6 % 30 years and below and only 2.5% are between 31-35 years. This may mean that the productivity of employees at BR is low owing to it having more aged employees. Also, most of the employees, more than 80%, at BR do not have a degree and this partly explains the low productivity at the company as more educated personnel is also more productive. The study also revealed that BR has somewhat disproportionately higher number of employees in the

managerial or supervisory roles. Also, since a significant majority of the employees, 72.9% had worked for the company for more 15 years or longer, the company can be said not to be dynamic and attractive to new employees with fresh skills and new ideas that would be able to bring innovation to the company.

The research also found that having friendly coworkers, supportive supervisor increases BR employees' motivation and productivity and raises their self-confidence. Unlike in other studies, this research determined that having a friendly supervisor reduces the chances of employees asking for sick leaves which would otherwise contribute to their low productivity.

The research further established that those BR employees who benefitted from incentives such as promotions and salary increases were more motivated and productive. However, the increased productivity could not be attributed to the incentives alone as some managers also indicated that sourcing of new equipment and wagons could have contributed to either motivation of the employees and hence indirectly to their increased productivity, or the new equipment could have directly contributed to more productivity due to the increased efficiency.

Furthermore, the research determined, highly respected employees at BR are more motivated by the respect they get from other colleagues and this increases their productivity, self-confidence and self-management.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This chapter consolidates the findings of the research, derived through analysis and interpretation of the field data, discussed in the previous sections. It mainly focuses on motivation and productivity of employees at Botswana Railways. The study concludes by giving recommendations, the limitations of the study and suggestions for further research.

5.2 Research Problem and its Setting

The research was inspired by the fact that Botswana Railways implemented a Performance Management System (PMS) which significantly lowered the morale of its employees. Similar strategies had also been applied at Air Botswana and the results were not encouraging as the company soon ran into cash flow problems. At the Botswana Railways other problems have been employee turnover, especially at the Engineering Department where it stands now at (33%). In fact after every 6 months, new staff has to be hired with attendant financial cost to the company. With considerable losses reported year after year, BR had to take action including downsizing in order to reduce labour costs, but this did not help much as operational costs kept on escalating. Efficiency levels were going down, leading to employees working at the slowest pace possible and producing at the lowest acceptable level (Botswana Government, 2003). This situation was attributed to employees' low motivation. Hence, the research sought to determine what could be the cause of low morale and high turnover at the company.

Specific objectives was set for this study that includes: identifying the level of employee motivation at BR; identifying problems encountered by the BR in implementing motivational policies and strategies and recommending appropriate methods of motivating BR employees to improve productivity. The study set on by first discussing theories that could explain employee motivation and productivity.

Maslow Hierarchy Needs Theory states that physiological needs, security needs, social needs, esteem needs and self-actualization must be satisfied to realise improved productivity from employees. It does so by sequentially arranging human needs from the most basic needs to the luxury ones. The theory further states that if people are not satisfied at home, they cannot be productive at work. Hence the research investigated to what extent the basic needs of the employees at Botswana Railways were being catered for. The other theories discussed were the Two Factor Theory, the Expectancy Theory and the Acquired Needs Theory. These theories mainly link motivation to employee productivity and are hence related to the Maslow's theory

After arming the research with tools to explain employee lack of morale and low productivity, the research sought to identify the gap in knowledge on the subject especially as it applies to Botswana Railways. Just as had been indicated by the theories, an investigation of the existing literature revealed that employee turnover could be reduced by increasing motivation. However, no research had been carried out at Botswana Railways to determine the same. Similar study was conducted at Air Botswana which was also experiencing low employee morale and productivity. However, no research had been conducted at the Botswana Railways to determine the same, albeit, the company facing problems of similar nature.

5.3 Research Findings

Most of the employees, 71.4%, of Botswana Railways are between 41 and 50 years of age. The younger generation of employees is underrepresented with only 8.6 % 30 years and below and only 2.5% are between 31-35 years. This may mean that the productivity of employees at BR is low owing to it having more aged employees. Also, most of the employees, more than 80%, at BR do not have a degree and this partly explains the low productivity at the company as more educated personnel is also more productive. The study also revealed that BR has somewhat disproportionately higher number of employees in the managerial or supervisory roles. Also, since a significant majority of the employees, 72.9% had worked for the company for more than 15 years or longer, the company can be said not to be dynamic and attractive to new employees with fresh skills and new ideas that would be able to bring innovation to the company.

The research showed that new workers are not attracted to Botswana Railways as more than 75% of the employees have been serving for periods exceeding fifteen years. Other results showed that most of the employees were not able to make independent decisions pertaining to their work environment in as much as their rights were not observed. The majority of BR employees agreed that management was not doing enough to keep employees motivated since there was no communication with the employers and employees and this negatively affected their level of productivity. This, they said, made their job difficult and ended up demoralising them as they knew little about what is taking place within the organisation.

The research further found that having friendly coworkers, supportive supervisor increases The BR employees' motivation and productivity and raises their self-confidence. Unlike in other studies, this research determined that having a friendly supervisor reduces the chances of employees asking for sick leave which would otherwise contribute to their low productivity.

The research further established that those BR employees who benefitted from incentives such as promotions and salary increases were more motivated and productive. However, the increased productivity could not be attributed to the incentives alone as some managers also indicated that sourcing of new equipment and wagons could have contributed to either motivation of the employees and hence indirectly to their increased productivity, or the new equipment could have directly contributed to more productivity due to the increased efficiency.

Furthermore, the research determined, highly respected employees at BR are more motivated by the respect they get from other colleagues and this increases their productivity, self-confidence and self-management.

The findings from research and literature review were not at variance since both of them revealed that there was a need for sufficient delegated authority and that supervisors should communicate with the workers to show good leadership. From the results it is quite clear that all is not well at the Botswana Railways.

5.4 Recommendations

Botswana Railways should strive to implement schemes which will reduce employee turnover and also create space for employees to advance their career through workshops and further studies. The research shows that most of the employees did not like the job because the company did not offer adequate opportunities for their promotion and personal advancement. In particular:

- It is recommended that the organisation aligns its pay-structure with those of other organisations in the country, and not necessarily the Performance-based Management System which leaves other employees unhappy and feeling unappreciated or not recognised. It should come up with appropriate promotion policies and transition/succession plan.
- The organisation should hire more educated staff or provide proper training for its employees that go beyond service/on-the-job training. This will help employee develop job satisfaction and self-actualisation and make employment in the organisation desirable.
- The rewards systems that include job enlargement, job enrichment, internal and external stipends, monetary and non monetary compensation should be carefully designed and considered.

5.5 Limitations of the Study

The research was based on one organisation: if more than one organisation had been looked at, the result would have been much more reasonable and accurate since the sample size would have been bigger. Better still, if the research was conducted at all the branches of the Botswana Railways, more inclusive results would have been obtained and sampling bias minimised.

5.6 Suggestions for Further Studies

As a result of these limitations, future studies should increase the sample size or survey more organisations. The sample size in this study was 140 and only one organisation was studied. Increasing the sample size and the number of similar organisations (for example Air Botswana, Central Transport Organisation) would improve the accuracy of these findings.

5.7 Conclusion

Botswana Railways employees are generally not happy with the company's policies. They are not generally satisfied with their jobs as there are no clear lines of promotion and growth opportunities. Also, the company does not offer good pay which is commensurate to their qualifications. This may be leading to the employees' low morale. The morale in the organisation is low as the employees feel that the employer is not sensitive to their conditions and needs. In every society, people need to be recognised and respected.

Botswana Railways can take a cue from the reasons why their current employees left their previous jobs to formulate new strategies which would assist the organisation to motivate and improve productivity: this motivation is either intrinsic or extrinsic, but it is what an organisation offers that counts more than extrinsic motivation that drives an individual to perform to his best.

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