Available online at www.elixirpublishers.com (Elixir International Journal)

Organizational Behaviour

Elixir Org. Behaviour 94 (2016) 40167-40176

ISSN: 2229-712X

Effect of motivation strategy on staff performance, In Mombasa Maize Millers Ltd

Faiza Issa Omar and Lucy Gichinga

Jomo Kenyatta university of Agriculture and Technology.

ARTICLE INFO

Article history:
Received: 20 April 2016;
Received in revised form:
4 May 2016;
Accepted: 9 May 2016;

Keywords
Motivation, Strategy,
Management style,
Non-financialmotivation
strategy.

ABSTRACT

Motivation seems to be one of the most important tools of managing employee performance. Organizations design motivation systems (strategy) to encourage employees to perform in the most effective way but also to attract potential candidates. The case study was chosen to represent other strategies in place that will improve staff performance through motivation within the organization in which staffs were dissatisfied as a result of ineffective use of non financial motivation. The non monetary rewards available at MMM includes promotion, appreciation certificates, housing facilities, training scholarship, good working conditions, gift offering and recognition, responsibility and training. On the other hand, employees consider non-monetary incentives among the most important factors that increase their desire to exert more effort in their jobs. The general objective of this proposal was to explore the effect of motivation strategy over staff performance in MMM, and also to realize this, the following objectives were looked in details, to allow employees to perform well at MMM include financial motivation, non-financial and the management style of MMM that had motivate staff, researcher during the study use different theories and models that relate with the topic under study which was drive theory and incentive theory and Abraham Maslow hierarchy of needs model the researcher use descriptive survey design and he will target 300 Employees of MMM Ltd. The sampling techniques that researcher used was stratified sampling and the sample size was 156 employees of MMM Ltd which was out of 300 employees as the targeted population of the study, data collection tools were questionnaires. Both qualitative and quantitative techniques were used to analyze the data collected and finally data was presented through the use of bar graphs and pie charts where possible. Findings were there was a clear financial compensation strategy as it indicates the organization has clear compensation policy. The respondents believed that management of MMM Ltd was responsible for both the big structures that serve as the foundation of confidence, and the human touches that shape a positive emotional climate to inspire and motivate and some of the recommendations that researcher has pointed for MMM Ltd was Management and departmental heads should deliver confidence to the employees by exposing high standards of training programs and motivation strategies in the organization. Since mangers are responsible for bridging the gap between staff motivation strategy and the final decisions on how to train on the best of their knowledge and the reality of implementing the changes within the organization, they should always involve employees in decision making.

1.Introduction

To what extent can we motivate our staff in or what can we do to motivate them to make an organization successful? Motivation was viewed as a theoretical construct used to explain behavior. It represents the reasons for people's actions, desires, and needs. Motivation can also be defined as one's direction to behavior or what causes a person to want to repeat a behavior and vice versa. A motive was what prompts the person to act in a certain way or at least develop an inclination for specific behavior. For example, when someone eats food to satisfy the need of hunger, or when a student does his/her work in school because they want a good grade. Both show a similar connection between what we do and why we do it. According to Maehr and Meyer, "Motivation is a word that was part of the popular culture as few other psychological concepts are". Readers had a motive (or motives) for reading an article, even if such motives are complex and difficult to pinpoint. At the other end of the range of complexity, hunger was frequently the motive for seeking out and consuming food (Wilson, 2007).

According to the US Business Review, one strong motivational strategy was to maintain open communication with your employees. When employees feel like their ideas are being heard, and that they have a say in the direction the company was going in, then they are more apt to take a direct interest in the success of the company. Allowing employees to air their ideas, and then using some of those ideas openly, gives employees a feeling of responsibility toward the company's success.

Tele:
E-mail address:

The staff has a partial ownership in the deas that move the company forward and that can be a very strong motivation (Steel, 2007).

Companies around the world are cutting back their financial-incentive programs, but few had used other ways of inspiring talent. We think they should. Numerous studies had concluded that for people with satisfactory salaries, some nonfinancial motivators are more effective than extra cash in building long-term employee engagement in most sectors, job functions, and business contexts. Many financial rewards mainly generate short-term boosts of energy, which can have damaging unintended consequences. Indeed, the economic crisis, with its imperative to reduce costs and to balance short- and long-term performance effectively, gives business leaders a great opportunity to reassess the combination of financial and nonfinancial incentives that will serve their companies best through and beyond the downturn (Reeve, 2009). .

A recent McKinsey Quarterly survey underscores the opportunity. The respondents view three noncash motivators praise from immediate managers, leadership attention (for example, one-on-one conversations), and a chance to lead projects or task forces as no less or even more effective motivators than the three highest-rated financial incentives: cash bonuses, increased base pay, and stock or stock options (exhibit), (Schacter & Wegner,2011).The survey's top three nonfinancial motivators play critical roles in making employees feel that their companies value them, take their well-being seriously, and strive to create opportunities for career growth. These themes recur constantly in most studies on ways to motivate and engage employees.

There couldn't be a better time to reinforce more cost-effective approaches. Money's traditional role as the dominant motivator was under pressure from declining corporate revenues, sagging stock markets, and increasing scrutiny by regulators, activist shareholders, and the general public. Our in-depth interviews with HR directors suggest that many companies have cut remuneration costs by 15 percent or more. What's more, employee motivation was sagging throughout the world morale has fallen at almost half of all companies, according to another McKinsey survey at a time when businesses need engaged leaders and other employees willing to go above and beyond expectations. Organizations face the challenge of retaining talented people amid morale-sapping layoffs that tend to increase voluntary turnover over the medium term. Often, top performers are the first to go. Strong talent management was critical to recruit new ones from, for example, the financial sector, who have been laid off from their employers or feel disenchanted with them (Ryan, 2000).

Yet while 70 percent of organizations have adjusted their reward-and-motivation programs during the past 12 months or plan to do so, relatively few have gone beyond the direct management of costs. Two-thirds of the executives we surveyed cited cost reductions as one of the top three reasons for the changes; 27 percent made changes to increase employee motivation; and only 9 percent had the goal of attracting new talent. Regional differences were striking. Forty-five percent of the respondents in developing markets, where economies had proved more robust, cited employee motivation as a key reason for modifying incentives, compared with only 19 percent in the United States and Western Europe, where the crisis hit hardest (Rani, 2012).

Even though overall reliance on financial incentives fell over the past 12 months, a number of companies curtailed their use of nonfinancial ones as well. Thirteen percent of the survey respondents report that managers praise their subordinates less often, 20 percent that opportunities to lead projects or task forces are scarcer, and 26 percent that leadership attention to motivate talent was less forthcoming. Why haven't many organizations made more use of cost-effective nonfinancial motivators at a time when cash was hard to find? One reason may be that many executives hesitate to challenge the traditional managerial wisdom: money was what really counts. While executives themselves may be equally influenced by other things, they still think that bonuses are the dominant incentive for most people. "Managers see motivation in terms of the size of the compensation," explained an HR director from the financial-services industry (Rani, 2008).

Another reason was probably that nonfinancial ways to motivate people do, on the whole, require more time and commitment from senior managers. One HR director we interviewed spoke of their tendency to "hide" in their offices primarily reflecting uncertainty about the current situation and outlook. Lack of interaction between managers and their people creates a highly damaging void that saps employee engagement. Some far-thinking companies, though, are working hard to understand what motivates employees and to act on their findings. One global pharmaceutical company conducted a survey that showed that in some countries employees emphasized the role of senior leadership; in others, social responsibility. The company was now increasing the weight of engagement metrics in its management scorecard so that they are seen as core performance objectives. One biotech company has reframed the incentives issue by putting the focus on "recognition" instead of "reward" in order to inspire a more thoughtful discussion about what motivates people (Ryan, 2000).

The top three nonfinancial motivators our survey respondents cited offer guidance on where management might focus. The HR directors we spoke with, for example, emphasized leadership attention as a way to signal the importance of retaining top talent. When one global pharmacy company's CEO was crafting corporate strategy this year, he convened several focus groups of talented managers to generate ideas about how to create more value for the business. With the same aims, a leading beverage company asked every executive committee member to meet with the critical people in their own product groups. One-on-one meetings between staff and leaders are hugely motivational," explained an HR director from a mining and basic-materials company "they make people feel valued during these difficult times." By contrast, our survey's respondents rated large-scale communications events, such as the town hall meetings common during the economic crisis, as one of the least effective nonfinancial motivators, along with unpaid or partially paid leave, training programs, and flexible work arrangements. While communication was critical, attempts to convey sages about the state of the business often have some spin, one HR director told us (Ryan, 2000).

A chance to lead projects was a motivator that only half of the companies in our survey use frequently, although this was a particularly powerful way of inspiring employees to make a strong contribution at a challenging time. Such opportunities also develop their leadership capabilities, with long-term benefits for the organization. One HR director in the basic-materials industry explained that involvement in special projects "makes people feel like they're part of the answer and part of the company's future." A leading company from the beverages industry, for example, selected 30 high-potential managers to participate in a leadership program that created a series of projects designed and led by the participants. "Now was the time to swim upstream and invest more in our high potentials," said the HR director, when launching the program this year (Pardee, 2010).

With profitability returning to some geographies and sectors, we see signs that bonuses were making a comeback: for instance, 28 percent of our survey respondents say that their companies plan to reintroduce financial incentives in the coming year. While such rewards certainly have an important role to play, business leaders would do well to consider the lessons of the crisis and think broadly about the best ways to engage and inspire employees. A talent strategy that emphasizes the frequent use of the right nonfinancial motivators would benefit most companies in bleak times and fair. By acting now, they could exit the downturn stronger than they entered it (Marr, 2009).

1.1.2 Africa perspective

The current human resources shortage in the health sector mainly of sub-Saharan African countries threatens the realization of plans for scaling up interventions to control they way staff are motivated, with respect to existing human resources, the low level of health worker motivation has often been identified as a central problem in health service delivery. For example, the results from a survey undertaken by the Gesellschaft für Technische Zusammenarbeit (German Technical Cooperation, GTC) among representatives of ministries of health and GTC staff from 29 countries showed that low motivation was seen as the second most important health workforce problem after staff shortages. From the perspective of health professionals, the challenges include lack of equipment, frequent shortages of supplies and a mounting workload all these exacerbated in small and rural facilities. Furthermore, despite decentralization efforts, key functions of human resource management (recruitment, overall staff distribution, remuneration, promotion and transfers) remain highly centralized. Despite interest in the issue of human resources for health, human resource management and the question of what can be done to strengthen health worker motivation in developing countries has so far not received as much attention as the subject merits (Maehr, 2007).

There was a small but growing body of qualitative studies looking at motivation of health workers in developing countries that indicate the limitations of financial incentives on motivation and that reveal the importance of non-financial incentives. A study in South Africa on the effects of a newly introduced, so-called "rural allowance" showed the limited impact on retention and motivation. Similarly, analyzing the role of wages in health worker migration, Vujicic et al. conclude that what they call non-wage instruments may be more effective in reducing migration flows, as portrayed in a WHO report. The study of Kingma, while undertaken in developed countries, also provides important insights on the limited effect of financial incentives on nurses and instead points at the relevance of non-financial incentives for nurses' job satisfaction and self-esteem (McClelland, 2009) .

In their study on health workers' motivation and performance in Benin, Alihonou et al. suggest introducing non-financial incentives while also improving structural conditions. Stilwell shows, by reference to Zimbabwe, that health workers based in remote areas, despite lack of financial incentives and hard working conditions, frequently exhibited a high level of motivation to perform well. She traces this motivation to good leadership and supportive management, among other factors. Her analysis suggests that certain non-financial incentives can have a beneficial effect on motivation, even under adverse conditions of insufficient pay and equipment, understaffing, etc. In a review of theories and empirical evidence of health workers motivation, Dolea and Adams equally stress the importance of non-financial incentives (Kamlesh, 2011).

1.1.3 Kenyan perspective

Motivation, become critical to the success of all companies, large and small regardless of industry. The more effectively a firm manages its human resources, the more successful the firm was likely to be. Motivating staff are one of the greatest challenges facing managers in developing countries, especially in Kenya. Although it was not possible directly to motivate others, it was nonetheless important to know how to influence what others are motivated to do, with the overall aim of having employees identify their own welfare with that of the organization?

Motivation refers to employee's intrinsic enthusiasm and drive to accomplish activities at work. Employee motivation has become a critical issue for most public sector managers whose foremost function is to achieve high level employee performance and productivity. It's pertinent that public entities employ the most effective motivational techniques while considering that different motivational techniques work for different employees. Motivation refers to forces that energize, direct and sustain a person's efforts. If employees have everything they need to perform well, they are able to do the job, however, they must be willing and this was where the question of motivation enters the picture. Employees are willing to work hard if they see reasons to do so, and believe that their efforts will pay off.

Different Universities use different employee motivational strategies on its employees. Some of the motivational strategies include; promotion, monetary and non-monetary rewards like token of appreciation and recognition among others. Other motivational strategies include salaries, and pension, medical cover, commuting allowance, scheme of service and hardship allowance.

It would therefore be important to investigate whether the employee motivational strategies adopted by different universities enhances their job satisfaction (Kamlesh, 2011).

1.2 Statement of the problem

With the dynamic change in the living standard in Kenya and the working environment within the organization, workers expectation and the government policy on workers can turn out to be the company's biggest problems if the management of the company cannot have sound strategies on how to motivate their staff to improve their performance as well as the firm attaining its objectives. Organizations that are not in a good position to forecast and having in place some sound strategies either non-financial or others that will lead to staff motivation as it was a current problem maize millers ltd as it had experience a massive strikes of its staff claiming for salary increment and other employment conditions to be fulfilled by the board of the company which has lead the staff not performing well (Kuhl, 2006).

Poor performance of the staff can not only results on financial aspects but also on non- motivational strategies that makes staff fill as are not part of the organization as a result they are left out of decision table and are not given any single opportunity to rise their views and ideas towards company decisions as it was at the Mombasa maize millers ltd, the research study attempt to find solution to such problems through the enhancement of motivation strategies by the researchers' recommendations to the company (Kelly, 2012).

2. Related Literature

2.1 Conceptual frame work

Different scholars define conceptual framework according to the subject under review but all point to the same of methodology or maps of processes and procedures followed in solving a problem. This study adopts the following conceptual framework derived from the objectives of the study. The independent variables of the study are technology advancement, product classification, customer segmentation and brand benefits, while the dependent variable will be customer satisfaction.

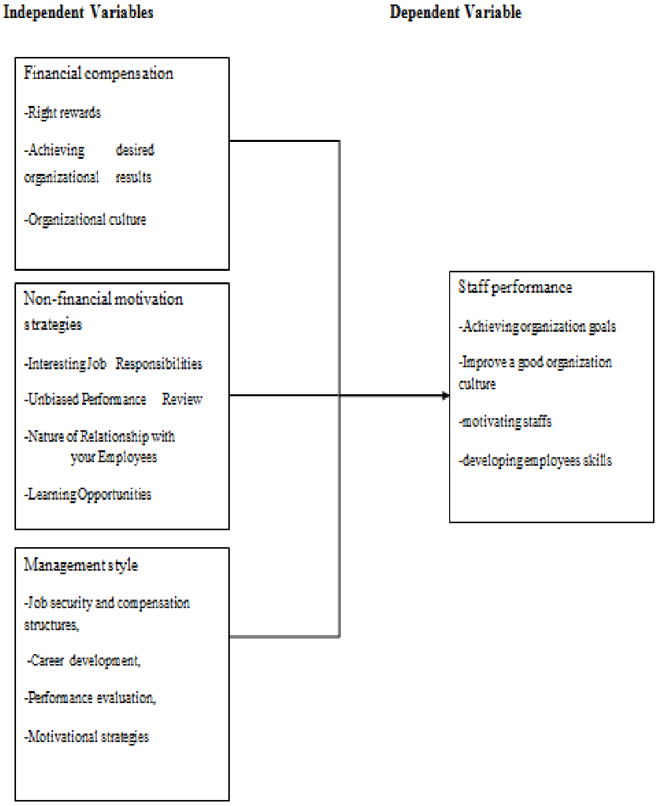

Figure 2.1 Conceptual Framework.

2.1.1 Financial compensation

The main purpose of compensation strategy is to give the right rewards for the right employee behaviors. Compensation is an important motivator when you reward people for achieving desired organizational results. An effective management of compensation takes this into consideration. It is said "that money is a powerful source of motivation." But it is also said that salary increase can only motivate until the next pay increase is due. Imagine what the impact is if an employee is at the maximum point of his or her salary range. These employees will not get any salary adjustment unless they are promoted. Desired behaviors are required in order to ensure organizational effectiveness. In turn, this increases productivity and, thus, organizational success (Pritchard & Ashwood , 2008).

Compensation strategies reinforce the organizational culture that you desire. This is an enabling organizational culture under which pay is linked to performance. To ensure that rewards have the desired effect compensation policy must reflect the organization's strategic business objectives. Such a policy becomes all the more important in the determination of CEO compensation. Clearly define the objectives of your rewards system in order to determine what strategies to adopt. All of these are communicated to everyone in the organization as soon as any related decision is taken. It can happen that good decisions fail to achieve results due to poor communication (Pardee, 2010). By providing the right combination of benefits of anon-cash compensation, your organization can motivate employees and make them stay to help in its progress. What is the compensation strategy applicable and how do HR strategies fit in? Get some insights from this book as well as this other book "Human Resource Strategy: Formulation, Implementation, and Impact (Advanced Topics in Organizational Behavior)"

There are two types of rewards, monetary and non-monetary. Monetary rewards include salary, bonus, commissions, medical and health benefits, holidays, and retirement benefits. Among the non-monetary rewards are meaningful and challenging works, recognition and career advancement, safe and healthy working environment, and fair treatment. Use compensation strategy to attract and retain competent people. Offer a salary that is not lower than the market rates or at least equivalent when you want better customer service, reward employee behaviors that produce the desired results such as superior service (White, 2008).

Do not harp on the amount of salary you pay you people yet at the same expect good performance. Your people will sense that there is insincerity on the part of management. Match the written policy with the right and appropriate actions that demonstrate to your employees that you are a fair and just employer. Equitable Compensation Like employees working elsewhere in other organizations, your people are concerned about the equity of their employer's compensation system. Take this into consideration when drawing up your compensation scheme. When people notice inequities, their morale and motivation will suffer. Do not make it worse by maintaining pay secrecy. This indicates that you may not have an objective and defensible compensation system. Researches had shown that pay secrecy generates mistrust, and reduces motivation and organizational effectiveness. It is natural that you are concerned about competitors inducing your people to leave (Schneider & Alderfer, 2007).

These competitors may have the financial capability to pay better salaries and benefits. You may lose your best talents. But by using strategies, you don't have to worry about good people resigning. If they believe in your management's fair-handedness, it is very probable that they will not go away. Decision to leave an organization requires other reasons in addition to dissatisfaction with compensation. Determining Rates of Pay-Adopt the most suitable method in determining reasonable rates of pay, you need adequate information in order to do this. Pay increase based on employee's length of time spent on the job-This is seniority-based pay that is a good motivator in employee retention. But here, you are not rewarding performance (Pardee, 2010).

Performance-based pay is intended to motivate employees to perform better. Such a plan is becoming more common whereby the manager and employee agree on the job goals and performance criteria at the beginning of a specified period, usually at the beginning of the year. The effect of this as a motivator can vary from time to time and from situation to situation (Steel, 2006). You can give pay increases based on job-related skills and knowledge-This is intended to motivate people to obtain additional skills, acquire new competencies and knowledge. Under this method, you do not pay employees for the job they are-doing, their job title or seniority. This is competency-based pay.

The second method appears the most reasonable. But you can include the elements of seniority and competence. An effective executive compensation is an important area of your organization's pay program. Executives are among your key employees (Schultz, 2010). .

2.1.2 Non financial motivation strategies

Employee motivation has always been the most central part of employers and management strategies. A McKinsey Quarterly study found that seventy percent of organizations say that they use or plan on using a motivation program (Dewhurst, Guthridge, and Mohr). Due to recent economic conditions, organizations and employees are focusing on financial motivators in terms of salary increment, bonus and commission. “More than half the employees surveyed by the Society for Human Resources Management in 2009 said that benefits and compensation are important ("2009 Employee Job Satisfaction")”. However, to me money is not everything. If employers are offering financial rewards only and in return they are expecting high productivity and low turnover rate, their strategies are not long term. In today’s dynamic and volatile work environment, it is challenging to keep your employees motivated and satisfied with their jobs, tasks and the organization. Motivation is directly linked with employee productivity and indirectly linked with employee retention. Motivated employees do their best, create a climate that is conductive to performance and help the organization to achieve its targets. While a stressed out and grumpy person with a frown on his face cannot perform well on work and creates an unhealthy environment; eventually leaves the organization (Pritchard, 2008).

There are many other factors that play an important role with money in keeping an employee motivated. I believe employer and management need to get to “KNOW” their employees, their job performances, their issues, their needs and their expectations and even their hobbies and interests as well. Dr. Gerald Graham, a professor at Wichita State University, found in one of his studies that the “top five incentives that employees mention are free. These are (1) ‘a personal thank-you’ from the boss, (2) a ‘written thank-you’ from the same, and (3) ‘public praise’” (Baldoni). Here are some non-financial motivators that are inevitable for your employees’ motivation and your organization’s success (Steel, 2007).

Interesting Job Responsibilities - Job responsibilities define what an employee does every day at his/her job. This is one of the major motivational factors. A study, published in 1999 by Kenneth Kovach of George Mason University, compared associates' ranking of what they wanted from their jobs. As per the results of this study interesting work was on the top of the list. I have seen so many people working happily on low salary just because of the inspiring and challenging nature of their job. If employees are working in their favorite technologies and getting tasks as per their talent, skills and abilities they will put their 100% efforts to accomplish it (Reeve, 2009).

Unbiased Performance Review - Measure your team members’ performance systematically without favoritism. Individual goals and targets must be realistically defined and discussed with team at the start of the year. Performance factors e.g. Quality of work, target achievement, productivity, dedication, innovation, discipline, dependency of members etc. must be considered. At the end of performance evaluation all successes and failures of team member must be discussed with him/her to make a clear picture of his performance in his/her mind. Also consider previous years’ performances while evaluating current year’s performance. Recognition and Appreciation - Recognize the efforts of your team and use positive adjectives to highlight their good work to keep them motivated and productive. According to Andrew (2004), commitment of all employees is based on rewards and recognition. (Deci,2044) argued that the motivation of employees and their productivity can be enhanced through providing them effective recognition which ultimately results in improved performance of organizations. Working Environment - Employees spend 9-10 hours in their offices daily. A healthy, disciplined and harassment free environment keeps them motivated. Spacious cabins, comfortable furniture, open and airy halls with proper lighting do make a difference as well. I can share an example of one of the local companies which is enjoying low turnover rate in IT industry despite of paying low salaries. Certainly the reason is a healthy, productive and harassment free environment with a professional ambiance (Maehr, 2007).

Nature of Relationship with your Employees - If you develop a stronger relationship with your employees, they will be more motivated to work for your organization as a result. Try to get to know your team members, their children, wedding anniversaries, hobbies and interests, favorite restaurants and food. Informal gatherings like trips, dinners, sports galas and team building activities must be arranged. Celebrate their birthdays as well. Listen to and act upon employees' ideas and suggestions. In the words of (Rani, 2009) a motivational speaker; “The greatest motivational act one person can do for another is to listen.

Learning Opportunities - Provide employees with ample opportunities to learn new and advanced skills. Take a genuine interest in your employees’ career paths and believe me, it does wonders for an employee’s positive motivation. Mentoring, coaching, suggesting additional training or coursework – all of these can be helpful to employees, and of course highly valued. Sustainability of the motivation is very important and to sustain its high level organizations are required to establish reliable and comprehensive systems, policies and processes in the workplace. Long-term motivation of your employees will take you to the desired organizational outcomes such as high level of productivity, high sales and low turnover rate (Marr, 2009).

2.1.3 Management style

When high-tech employees and managers from India, the US and other cultural backgrounds are thrown together in the intense environment of Silicon Valley, they often bring with them divergent expectations about workplace success factors, rewards and career development as well as differences in motivational "wiring." Understanding these differences and adapting appropriately can be a key strategy for managers and employees alike. Failure to do so can lead to costly misunderstandings. Five major differences in the following areas create the greatest challenges: management styles, job security and compensation structures, career development, performance evaluation, and motivational strategies (Schneider, 2007).

Management styles-American employees react well to a boss who is friendly and professional with them, treats them as equals, and expects them to be independent and self-motivated. Managers and employees do not expect the boss-subordinate relationship to be strongly hierarchical, or to be one of strongly committed personal loyalty (Baumeister, 2008), it is all about mutual respect.

This can create a mismatch for employees from India, for whom a more quasi-paternal relationship is more the norm.

Job security and compensation structures-The US has been through a workplace revolution in which expectations of job security with a lifetime employer has been replaced by loyalty to one's career and the attempt to maximize one's earnings. This results in a common acceptance of modest a base salary but a high bonus-earning potential. Common complaint I have heard from Silicon Valley employers has been about the discomfort of their employees from India with such an arrangement, with a strong preference for security over higher-stake risk. Career development-A very common American manager's question to an employee is: "What are your career plans?" This question, which embodies the mutual expectation that employees take independent responsibility for their professional advancement, runs counter to the expectations of work cultures in many other countries, including India, where the expectation is that it is the boss's responsibility to look out for and decide on an employee's future (Atkinson, 2007).

Performance evaluation-The performance evaluation process of US companies today is a major culture shock for employees and managers from elsewhere. Highly formalized, it is based on mutually agreed-upon goals, involves forthright discussion of strengths and weaknesses, and has a formal written sign-off. Elsewhere, there may be informally conducted reviews with mentoring counsel, or a pattern of reprimands. The cultural problems of adaptation on all sides are considerable: the American way seems confrontational and legalistic to others, Americans feel insecure with methods that have less clarity (Chang, 2014).

Motivational strategies-When it comes to motivation, no one strategy works for everyone - even within one culture. Across cultures, it's even more difficult. With Americans, a manager shouldn't expect much from appeals to duty, authority, company loyalty, group rewards or regular after-work socializing. Instead, he or she should emphasize opportunities for personal growth and monetary gain. With employees from India, personal loyalty, company prestige and appeal to authority can be effective, but above all, the manager should cultivate a certain "human touch" in relating to the needs of subordinates, as their guide and friend as well as their boss (Covington, 2000).

2.1.4 Profitability and customer focus

In a competitive marketplace, a business owner must learn to achieve a satisfactory level of profitability, everybody talks about being customer-focused, but few people really know what it means. Here are four basic elements of customer-focus, based upon presentations from four of the smartest people in the sales training business and Increasing profitability involves determining which areas of a financial strategy are working and which ones need improvement. Understanding the key factors determining profitability assists managers in developing an effective profitability strategy for their company.

Sales-Sales are an important factor in determining profitability. The return on sales ratio measures profits after taxes based upon the current year's sales. If sales numbers are high, a company is better prepared to handle adverse market conditions and economic downtrends. The gross profit margin is a measure of gross profit earned on sales. An effective sales strategy is essential in increasing a company's profitability.

Pricing-Price setting is a key factor in determining profit. Careful analysis is necessary in determining the correct pricing strategy for a company. A business owner must look at what competitors are charging and determine what prices he should charge to maximize profits. An important factor to consider in pricing strategy is determining what price customers are willing to pay for a product. Customers will pay more for niche products or services that are not readily available elsewhere. A business owner does not want to leave money on the table by undercutting the price charged for products and services.

Expenses-For a company to become profitable, income must exceed expenses. Expenses can be defined as the cost of resources used in the activities of a business. Profits for the company are determined by analyzing what is left over after expenses are subtracted from total revenue. Any cost-saving measures initiated by a company will bring expenses down and increase overall profitability.

Cost of Staying in Business-A consideration of a company's overall profitability is the cost of staying in business. Return on net worth shows how much profit a company generates on the money equity shareholders have invested. The return on net worth should at least be equal to the rate a business can borrow money from its creditors to achieve the cost of staying in business. A company that is showing a profit but has a low return on net worth still has profitability issues.

Measuring Profitability-Measuring profitability is the same as measuring the success of a business. An income statement shows a breakdown of income and expenses during the business year. One measure of a company's profitability is the profitability ratio. Profitability ratios analyze the financial health of a business. A profitability ratio looks at how profit was earned in relation to sales, total assets and net worth.

3. Methodology

The research design employed in this study was the descriptive survey design method. This method was preferred because it allows for prudent comparison of the research findings.A sample size of 156respondents was drawn from a target population of from 300 for the study (Cooper & Schindler,2003).

4. Research Findings

Financial compensation at MMM

Table 4.3.1 Financial compensation at MMM.

Statement	Mean	Standard deviation	Rank
The organization has clear financial compensation strategy which staff understands and can explain.	3.901	1.41	1
The departments meet to discuss ways which will motivate staff and operate more efficiently and effectively.	3.53	1.527	4
Staff understands how they contribute to the objectives of the organization and they need to be motivated through good salaries or not.	3.21	1.47	5
Operations are fully documented and where possible, computerized for future reward that will motivate staff	3.54	1.227	3
MMM motivation policies are updated on a regular basis	3.60	1.327	2

The researcher sought to find out if MMM ltd has clear financial compensation strategy. From the findings, it emerge that majority of the respondents which is show by a mean of 3.901 and also ranked number one believed that MMM ltd have in place clear compensation strategies that all staff understands, where as respondents with a mean of 3.53 which is ranked number four had said that departments meet to discuss ways which will motivate staff and operate more efficiently and effectively. However, respondents shown by a mean of 3.21 which is also ranked number five they indicate that staff understands how they contribute to the objectives of the organization and they need to be motivated through good salaries where possible and none disagree with the statement.

According to the respondents with a mean of 3.54 and also ranked number three they said that operations are fully documented and where possible, computerized for future reward that will motivate staff which act as a source of reference when it come to rewarding the best staff out of their best performance and final motivation policies are updated on a regular basis as majority of the respondents said that MMM it is flexible in making necessary change where possible as it is shown by a mean of 3.60 and also ranked number two, (Pardee,2010).

Non-financial motivation strategies in MMM

Table 4.3.1. Non-financial motivation strategies in MMM.

Statement	Mean	Standard deviation	Rank
The organization has a training policy as non financial motivation strategy	4.0	1.24	1
Staff receives promotion in their respective area as one of the non-financial motivation strategy.	3.4	1.3	4
Non-financial motivation strategy opportunities are fairly given to all staff across their work units	3.3	1.36	6
The staffs are helped to acquire technical knowledge and skills through training as a non-financial motivation strategy.	3.9	1.4	2
Training of staff as a non-financial motivation strategy is given adequate importance in the organization.	3.60	1.381	3
Supervisors or team leaders support staff efforts to acquire other incentives apart from non-financial motivation within their job	3.41	1.22	5
Senior and line managers are eager to help their juniors develop through training as a non-financial motivation strategy.	3.1	1.241	7

From the table above majority of the respondents had strongly agree, which is shown by a mean of 4.0 and also ranked number one had said that MMM has a training policy as non financial motivation strategy where as other respondents had indicate that most staff receives promotion in their respective area as one of the non-financial motivation strategy as it is shown by a mean of .3.4 and also ranked number four this shown that to motivate staff it's not only true giving them a good remuneration package by there are other things that lead to staff motivation like training them to sharpen their skills as well as skills, however other respondents strongly agree that non-financial motivation strategy opportunities are fairly given to all staff across their work units which is shown by a mean of 3.3 and also ranked number six.

According the findings respondents agreed that staffs are helped to acquire technical knowledge and skills through training as a non-financial motivation as one of the main strategy used by MMM ltd in motivating its staff as was shown by a mean of 3.9 and also ranked number two while other respondents said training of staff as a non-financial motivation strategy is given adequate importance in the organization which is also shown by a mean of .3.60 and ranked number three, supervisors or team leaders support staff efforts to acquire other incentives apart from non-financial motivation within their job this one of the major indicators that majority of the staff had agreed and it was shown by a mean of 3.41 and it was ranked number five and final the respondents disagreed that, Senior and line managers are eager to help their juniors develop through training as a non-financial motivation strategy and majority of them were not sure as it was shown by a mean of 3.1 ranked number seven, (Ryan, & Deci,2000).

Management style at MMM

Table 4.3.3. Management style at MMM.

Statement	Mean	Standard deviation	Rank
Bureaucracy of the system of management at MMM does it affect how staff should be motivated.	4.2	1.2	1
Are their defined criteria that govern the style of management at MMM	3.6	1.1	4
Staff are they involved in making decisions on how management style should undertake its duties that will motivate staff at MMM.	3.9	1.0	2
The appraisal system at MMM helps in polishing the skills and performance of the management team	3.8	1.4	5
Performance Appraisal System will help in Evoking management commitment to work	3.4	1.32	6

From the findings the researcher wanted to know if the bureaucracy of the management system of MMM ltd has any effect on the way motivation program are undertaken however, majority of the respondents had strongly agreed that bureaucracy of the system of management at MMM has not affect at all on how staff should be motivated as it was shown by a mean of 4.2 and ranked number one where as other respondents indicates that there are defined criteria that govern the style of management at MMM which is shown by a mean of 3.6 and also ranked number four while other respondents strongly agreed that staff are involved in making decisions on how management should participate in motivating staff at MMM this was shown by a mean of 3.9 and ranked number this indicate that the management of MMM ltd welcome decisions of its subordinates to make them fill part of the organization,(Reeve,2009).

However, appraisal system at MMM helps in improving the skills and performance of the management team this was shown by a mean of 3.8 and it was ranked number five this indicates that through performance appraisal the management of MMM ltd will know exactly which staff should undergo there training program and for how long should he/she be trained and final performance Appraisal System will help in Evoking management commitment to work effectively as this was show by a mean of 3.4and also ranked number six.

Table 4.6. measuring staff performance.

Staff performance	1	2	3	4	5
Individual work with minimal or no supervision will increase employee performance	35%	30%	-	20%	15%
There is team work in MMM that enable employees to accomplish their work within stated time	50%	25%	-	20%	5%
Are there some mechanism that are used in measuring individual output	45%	35%	-	20%	-

From the table above the researcher wanted to know how staff performance is determined at MMM Ltd as majority of the respondents which is marked with 35% had strongly agreed that individual work under minimal supervision or no supervision increase their performance this indicate that accountability of works will be out of minimal supervision from bosses as employees are filling good in working with no hash condition as 30% of the respondents agreed with the statement while 20% disagreed and final 15% of the respondents disagreed, (Steel & König ,2006).

However, majority of the respondents which is 50% strongly agreed that in MMM Ltd team of plays a major role in helping staffs achieving their targets as well as improving the performance of their work and the firm in general as 25% of the respondents agreed that team work help employees in completing their work in stated time while 20% of the respondents disagreed and 5% of the respondents strongly disagreed. 45% of the respondents strongly agreed that there are some control mechanism that are used in measuring individual out this shows that in MMM Ltd there are some controlling mechanisms in determining individual output while 35% of the respondents disagreed as none of them neither strongly disagreed nor neutral as 20% of the respondents disagreed, (Vande & Todd2007).

Regression Analysis

Table 4.4 ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	188.419	95	47.105	5.520	.005[b]
	Residual	145.081	38	8.534		
	Total	333.500	133			

a. Dependent Variable: Motivation strategy on staff performance

b. Predictors: (Constant), Financial compensation, Non-financial motivation strategies, Management style

From the ANOVA table, the P-Value of F-Test is 0.005 which is less than 0.05 Thus there is a significant linear relationship of the independent variables and the dependent variable under consideration in this study, at a significant level of 0.05.

Table 4.5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df 1	df 2	Sig. F Change
1	.652 (a)	.425	.871	3.221	.0025	.0025	1	1	.915

The adjusted R^2 is called the coefficient of determination. This value tells us how the success of Staff motivation strategy varied with effects financial compensation, Non-financial motivation strategies, Management style. According to the above table, the value of adjusted R^2 is 0.871. This implies that, there was a variation of 87.1 % of effects on the success of staff motivation strategy at MMM Ltd due to financial compensation, Non-financial motivation strategies, Management style when it comes to staff motivation.

Equation 2: regression equation with beta values

The researcher conducted a multiple regression analysis and from the above regression model, the factors staff motivation strategy, financial compensation, Non-financial motivation strategies, Management style, have effects on the success of staff motivation strategy at MMM ltd to a level of 1.431. It was established that a unit increase in Staff motivation at MMM ltd would cause an increase on the level of staff motivation at MMM ltd by a factor of 0.374, a unit increase in financial compensation at MMM ltd would cause an increase on staff motivation strategy by a factor of 3.141, (White, 2008) also a unit increase the non-financial motivation strategy would cause an increase on staff motivation strategy at MMM ltd by a factor of 0.354. Also a unit increase in management style would an increase on the success of staff motivation strategy by a factor of 0.426. This shows that there is a positive relationship between success of staff motivation strategy at MMM ltd, compensation, Non-financial motivation strategies and Management style.

Table 4.6. Inferential analysis model.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.431	3.125		1.725	.305
	financial compensation	0.374	.059	.098	.094	.935
	non-financial motivation strategies	0.141	.048	.089	.091	.891
	management style	0.354	.495	.094	.092	.912

As per the SPSS generated, the results established the below regression equation which was utilized: the regression equation.

$Y = a + \beta1(X_1) + \beta2(X_2) + \beta3(X_3) + έ$. When $\beta5=0$……Equation 1

Where:-

Y = Staff performance at MMM ltd

A = constant

X1 = financial compensation

X2 = non-financial motivation strategy

X3= management style

Incorporating the values of the Beta values into equation 1 we have:

$Y = 1.431 + 0.374\ X_1 + 3.141\ X_2 + 0.354\ X_3$

Management of MMM ltd is responsible for bridging the gap between motivation strategy decisions and the reality of implementing the training programs that will bring an immediate change within the organization. The respondents believed that training policy as non financial motivation strategy will lead to staff motivation as well as they will improve their performance too where as other respondents had indicate that most staff receives promotion in their respective area after they have attain the training program which also lead to motivate staff, (Schultz,2010).

5. Conclusions

The management of MMM ltd in training and motivating staff performance it needs to develop and categorized its management system into several classes; the clients of training and development are business planners and the line managers are responsible for coaching, resources, the motivation strategies that will enhance good staff performance. The participants are those who actually undergo the processes; the facilitators are Human Resource Management staff and the providers are specialists in the field. Each of these groups has its own agenda on staff motivations, which sometimes conflict with the agendas and motivations of the others.

The main issue is that the best part of staff motivation as (strategy) is on career consequences are those that take place between employees and their bosses. The number one reason management should consider that leave most workers to create a conflict with their bosses is that they are not given full training course as they were left out in rising their views about decision on how to train them and yet, as author, workplace relationship authority, and executive coach, Dr. John Hoover points out, "Tempting as it is, nobody ever enhanced his or her career by making the boss look stupid." Training an employee to get along well with authority and with people who entertain diverse points of view is one of the best guarantees of long-term success. Talent, knowledge, and skill alone won't compensate for a sour relationship with a superior, peer, or staff.

6. Recommendations

Based on the findings and conclusions of this study that sought to determine the effects of internal communication on staff motivation strategy, the researcher made the following recommendations. Management and departmental heads should deliver confidence to the employees by exposing high standards of training programs and motivation strategies in the organization. Since mangers are responsible for bridging the gap between staff motivation strategy and the final decisions on how to train on the best of their knowledge and the reality of implementing the changes within the organization, they should always involve employees in decision making. A costless of details and effects must be acknowledged and addressed for successful adaptation to change in all departments of an organization. In order to motivate employees to work for the organizational goals, the leaders must determine the motives or needs of the workers and provide an environment in which appropriate incentives are available for their satisfaction.

7. Suggestions for Further Research

The researcher recommends that further studies be done on the staff motivation strategy how it affects staff performance as well as organizational performance in other organizations and institutes including the public (government) sector so as to have a better insight into the real issues pertaining the topic

8. References

Atkinson, J& David B (2007). The Dynamics of Action. New York: Wiley. ISBN 0-471-03624-2.

Atkinson, J &David, B (2007). Introduction to Motivation. New York: D. Van Nostrand Company.

Atkinson, J (2007). Motives in Fantasy, Action, and Society: a method of assessment and study. Van Nostrand. ISBN 0-442-00367-6.

Atkinson, J &Norman F (2007). A Theory of Achievement Motivation (6 ed.). Krieger Pub Co. ISBN 0-88275-166-2.

Atkinson, H & Litwin G.H. (1960). Achievement Motive and Text Anxiety Conceived as Motive to Approach Success and Motive to Avoid Failure. Bobbs-Merrill Company.

Atkinson, J & Raynor J,.O (1978). Personality, Motivation and Achievement. Hemisphere Pub. Corp. ISBN 0-470-99336-7.

Barbara A. Marinak & Linda B. Gambrell, Intrinsic Motivation and Rewards: What Sustains Young Children’s Engagement with Text?, Literacy Research and Instruction 47, 2008, 9-26.

Baumeister, R., & Leary, R, (2008). The need to belong: Desire for interpersonal attachments as a fundamental human motivation. Psychological Bulletin, 117, 497–529.

Chang, I., Liu, C., & Chen, K. (2014), The push pull and mooring effects in virtual migration for social networking sites. Information Systems Journal, 24(4), 323-346. doi:10.1111/isj.12030

Covington, M. V. (2000). Goal theory, motivation, and school achievement: An integrative review. Annual review of psychology, 51(1), 171-200.

Crewson, P.E.,(2008) Public-service motivation: Building empirical evidence of incidence and effect. Journal of Public Administration Research and Theory

Deci, E, & Vansteenkiste, M, (2004). Self-determination theory and basic need satisfaction: Understanding human development in positive psychology. Ricerche di Psichologia, 27, Ellliot, J; Covington, M. Approach and Avoidance Motivation. Educational Psychology Review **13** (2001): 2.17–34.

Frick, W. B. (2009). Interview with Dr. Abraham Maslow. In Humanistic psychology: Conversations with Abraham Maslow, Gardner Murphy, Carl Rogers (pp. 19-50). Bristol, IN: Wyndham Hall Press. (Original work published 1971)

Greening, T (2008). Abraham Maslow: A Brief Reminiscence. Journal of Humanistic Psychology, 48(4) (PDF).

Harter, S. (1978). Reflectance motivation reconsidered: Toward a developmental model. Human Development, 1, 661–669.

Houston, D.J.,(1987) Public-service motivation: A multivariate test. Journal of Public Administration Research & Theory. October. Vol.10-4: 713-28, 2000.

Kelly, T (February 6, 2012). Empathy: A Quantum Approach - The Psychical Influence of Emotion. p. 101. ISBN 9781105482885. Retrieved 8 December 2014

Kuhl, J &Atkinson, W (2006). Motivation, Thought, and Action. New York: Praeger Publishers. ISBN 0-275-92096-8.

Krimmel, J.T.& Gormley, P.E., Tokenism and Job Satisfaction for Policewomen. American Journal of Criminal Justice 28: 73-89, 2003.

Kamlesh, M. L. (2011). Psychology in Physical Education and Sport. Pinnacle Technology.ISBN 9781618202482. Retrieved 8 December 2014.

Lofkowitz, J., (2011) Job Attitudes of Police: Overall Description and Demographic Correlates, Journal of Applied Psychology 5: pp. 221-30, 1974.

McClelland, D (2009). The Achievement Motive. New York: Appleton-Century-Crofts

Maehr, L & Mayer, H (2007). Understanding Motivation and Schooling: Where We've Been, Where We Are, and Where We Need to Go. Educational Psychology Review **9** (44).

Mark R. Lepper, G & Richard N, Undermining Children’s Intrinsic Interest with Extrinsic Reward; A Test of Over justification Hypothesis, Journal of Personality and Social Psychology 28, 1973, 129-37.

Marr, B (2009). Managing and Delivering Performance. Rout ledge. p. 223. ISBN 9780750687102. Retrieved 5 December 2014.

Pardee, R. L. (2010). Motivation Theories of Maslow, Herzberg, McGregor & McClelland. A Literature Review of Selected Theories Dealing with Job Satisfaction and Motivation.

Principles of Reinforcement. http://www.pendletonpsych.com/. Psychological Services of Pendleton, L.L.C. Retrieved October 21, 2014.

Perry, J.L.& Wise, L.R., The motivational bases of public service. Public Administration Review. 50(3): pp. 367-73,1990.

Schott (1992). Abraham Maslow, humanistic psychology, and organization leadership: a Jungian perspective. Journal of Humanistic Psychology **32**: 106–120.doi:10.1177/0022167892321008.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. American Psychologist, 55(1), 68-78. doi:10.1037/0003-066X.55.1.68

Ryan, R & Edward L. (2000). Intrinsic and Extrinsic Motivations: Classic Definitions and New Directions. Contemporary Educational Psychology **25** (1): 54–67. doi:10.1006/ceps.1999.1020.

Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. American psychologist, 55(1), 68.

Rani & Lenka-Kumar, R & Sameer, (2012). "Motivation and work motivation: concepts, theories & researches". http://www.euroasiapub.org/. IJRIM. Retrieved October 20, 2014.

Rani, R; Kumar-Lenka, Sameer. (2009). motivation and work motivation: concepts, theories & researches. http://www.euroasiapub.org/. ijrim. retrieved October 20, 2014.

R. Pritchard & E. Ashwood (2008). Managing Motivation. New York: Taylor & Francis Group. p. 6. ISBN 978-1-84169-789-5.

Reeve, J (2009). Understanding motivation and emotion (5 ed.). Hoboken, NJ: Wiley

Schacter, D.L., Gilbert, D.L.& Wegner, D.M. (2009,2011) Psychology. 2nd ed. New York: Worth.

Schneider, B., & Alderfer, C. P. (2007). Three studies of measures of need satisfaction in organizations. Administrative Science Quarterly, 489-505.

Steel, P & C. König (2006). Integrating theories of motivation. Academy of Management Review **31**: 889–913. doi:10.5465/AMR.2006.22527462.

Steel, P (2007). The nature of procrastination: A meta-analytic and theoretical review of quintessential self-regulatory failure. Psychological Bulletin **133** (1): 65–94. doi:10.1037/0033-2909.133.1.65. PMID 17201571.

Schultz, D (2010). Psychology and work today. New York: Prentice Hall. pp. 121–122. ISBN 978-81-317-3370-7.

Vande & Todd., A Job Satisfaction Study of the Marietta Police Department: Measuring the Progress Made Since (1997) MPA Practicum Paper, Kennesaw State University, 2002.

Wigfield, A., Guthrie, J. T., Tonks, S., & Perencevich, K. C. (2004). Children's motivation for reading: Domain specificity and instructional influences. Journal of Educational Research, 97, 299-309.

Wilson, T. D., & Lassiter, G. D. (2007). Increasing intrinsic interest with superfluous extrinsic constraints. Journal of personality and social psychology, 42(5), 811-819.

White, R. W. (2008). Ego and reality in psychoanalytic theory. New York: International Universities Press.