

1. INTRODUCTION

Work organizations represent an important and challenging place in which to study human motivation. We live in a society that is dominated by organizations. Many people spend half their waking hours in work organizations. It is hard to deny the importance of understanding how motivation affects so much of the behaviour that takes place in our society. It is also hard to deny that a work environment is highly conducive to the study of motivation, as an organization controls much of what happens to employees for eight or more hours a day.

To understand the importance of motivation, it is necessary to know what motivation is. For an individual, motivation refers to one's willingness or desire to forth effort in a task. In an organizational setting, motivation may be defined as the factors that cause, affect or change an employee's behaviour so that he/she is able to perform effectively in the pursuit of organizational goals.

Moorhead and Griffin (1995), stated that motivation is important in organizations because in conjunction with ability, and environmental influence, it determines performance. The relationship is shown as:-

$$\text{Performance} = f(\text{Motivation} + \text{Ability} + \text{Environment})$$

A deficiency in motivation thus can affect an individual's performance even though one has the ability and positive environmental influence.

To illustrate the above relationship, Cummings and Schwab (1973), showed that no matter how skilled employees are, they will not perform effectively if they are not motivated. Hilt et al (1979), also showed that employees who are not motivated may react in one or more of the following ways: become rebellious; resign from the job; lose interest in the job; and allow skills to deteriorate. It is thus necessary to determine the underlying factors that motivate employees in an organization in order to ensure that an organization functions both effectively and efficiently.

While there are a number of motivation theories that attempt to explain and identify factors motivating behaviour, these motivational theories can basically be classified under three approaches: Needs Theories, Process Theories and Reinforcement Theory. These three approaches will be discussed in Chapter 3. This research paper focuses on the underlying factors that motivate employees of an organization based on one of the Needs Theories, that is, Abraham Marslow's Hierarchy of Needs.

1.1 OBJECTIVES

Since performance is partly influenced by motivation, the purpose of this study is to investigate the significance and underlying factors of motivation in contributing to the overall performance of the staff in the Accommodation and Works Directorate, Ministry of Defence.

The objectives of this study are:-

- (i) to determine the motivation level of the staff members; and
- (ii) to identify the factors (needs) that influence motivation.

1.2 ORGANIZATION OF THE STUDY

The remainder of this report is presented in five chapters. Chapter 2 presents the background of the Accommodation and Works Directorate. Chapter 3 presents the concepts of motivation and reviews past findings on the subject. Chapter 4 presents the research methodology. Chapter 5 presents the results obtained from analysis. Chapter 6 presents the conclusion of the study.