CHAPTER-5
RESEARCH METHODOLOGY

In this chapter, the practical methods used in order to answer the research questions and fulfill the purpose of this thesis are presented. Motivating my choice of factors, possible problems with the data and how the data was analyzed follows the first two discussions. Finally, the quality of the chosen research design is criticized.

HYPOTHESIS
(a) Employee motivation & productivity enhancement factors are highly correlated. There is highly significant correlation between & productivity enhancement in any organization.
(b) There is significant relation between employee turnover reductions with increasing employee motivation level.

OBJECTIVE OF THE STUDY
• Explain the role of motivation in the workplace.
• To describe role of employee motivation, in talent retention and increasing productivity.
• Analyzing different theories of employee motivation and their universal application.
• Describe three process theories of motivation, why individuals behave in a certain way and how motivated is aroused a maintained.

PROBLEM STATEMENT
Motivating the workforce of an organization to work more effectively towards the Organization’s goals is perhaps the most fundamental task of management. Organizations motivate their workforce to perform effectively by offering those rewards for satisfactory Performance and perhaps punishing them for unsatisfactory performance. Over the past hundred years or so there has been an evolution in the view of what the term ‘rewards’ actually means in an organizational context.
In the age of Scientific Management, forwarded by Frederick Winslow Taylor in the 1890’s, only monetary rewards were considered to be important to employees. This rather limited view of employees’ needs and rewards gave way in the 1920’s when a series of experiments at the Western Electric Company’s Hawthorne plant led to a new paradigm of employee motivation. The Hawthorne experiments, as they came to be known, led to a view that saw employees motivated more by social needs rather than by purely economic ones. This viewpoint, known as the Human Relations Movement, attempted to identify and satisfy the social needs of the employee in the belief that a satisfied employee worked harder than an unsatisfied employee. Rewards under the Human Relations viewpoint, therefore, also included the relationships employees form with their fellow employees.

It was thus seen to be in the organization’s interest to provide an environment that allows and encourages social relationships to develop. Finally, the Human Resources Movement began to concentrate more on the needs of the individual rather than the interactions within working groups. The Human Resources Movement views the employee as being largely ‘pre-motivated’ to perform to the best of their abilities and it becomes the task of management to provide conditions whereby employees can meet their own individual goals at the same time as meeting those of the organization. Rewards under the Human Resources Movement therefore include a wide range of factors, such as money, affiliation, achievement and performing a meaningful job.

The changing view of organizational rewards and employee motivation has led to a multitude of theories of exactly how the job rewards influence the motivation and performance of employees. Steers [1999] stated that “a comprehensive theory of Motivation at work must address itself to at least three important sets of variables which constitute the work situation, the characteristics of the job and the characteristics of the work environment.

These three sets of variables, along with examples of each, are depicted in figure 1. Steers points out that, at present, no model exists that accounts for variables from each of the three major areas, stating that “what does exist is a set of different
theories that address themselves to one or more of these sets of variables, none of which, however, is completely and thoroughly comprehensive”. (Steers [1999]). Bong [1996], in a paper highlighting the problems in academic motivation research, stated that the fact that no single model has been able to capture the full dynamics of motivated behaviors was due to “different theoretical orientations of investigators working in the field, who tend to emphasize a particular dimension of motivational phenomena over the others” Generally, motivation models may be classed as belonging to one of two theoretical orientation groups – cognitive models and social-cognitive models.

Cognitive models of motivation ‘place greater weight on understanding learners’ covert thought processes, often overlooking the impact of social and contextual variables they focus on the individual characteristics at the expense of the job and work Environment characteristics.

A social-cognitive approach focuses on formulating and testing specific hypotheses are regarding the nature and direction of influence from social and contextual variables. These different theoretical orientations often lead academic motivation researchers to different conclusions as to which potentially relevant variables to include in or exclude from their conceptualizations. Bong [1996] suggests that there are two solutions to the formulation of a broader model of motivation.

INTRODUCTION

In this chapter the intended approach to answering the research question and purpose of this study discussed in the introduction chapter, are mainly discussed. The scientific method is firstly discussed followed by my preconceptions and perspective of this study. Secondly the different approaches that are available for making a scientific research are discussed. During the discussion of each approach, the approach found to be suitable for this thesis research is identified and motivated.

In order to form a background and to give the reader an appropriate direction of focus of my work, I have put forward and motivate the choices I have made when working on this research. Thus all the issues raised in this chapter should form the
basis for evaluation of the result in the light of how I have planned and carried out the work.

In a rapidly evolving environment, where skills and capabilities continuously play a vital role in the creation of shareholders wealth and values, firms must be able to learn fast and adapt regularly. So as to attract, retain and integrate their workers with respect to new challenges of globalization and technological advancement ensuring that workers can construct and share their strategically valuable knowledge. Organizations must be able to arouse, directs and sustained human behavior to achieve organizational goals and meet shareholders value many organizations have failed to link employee’s interest to those of the organizations and as such, employees and employers job contract has become unstable, with higher labor turn over. Thus I have chosen to write on this topic because traditional tangible assets (employees) have become less important than intangible knowledge -based assets (technology). I believe a study like this one could form the bases for the evaluation of company motivational strategies, and thus a quorum for future research and organizational adjustments.

The emergence of the knowledge economy is one of the most dramatic shifts to have taken place in society since the industrial revolution, with the impact of the World Wide Web I address the belief that, with the current trend of globalization, labor turnover demands more part times to full time jobs, companies need to continuously measure and evaluate their motivational strategies with respect to labor turnover and the number of new applicant and hence think on how to enhance performance Having worked back home, with some organizations where I served as an intern, I realized that some employers were misunderstanding the concept of motivation. The work environment was not conducive and in most situations, the environment was tense with little or no job satisfaction employer’s turn to look upon financial motivation as the only aspect of motivation, which can be used to enhance every employee’s performance. Thus, I thought of the issue of employee’s motivation of a research interest. Thus when the issue of a C-level thesis came to my mind I reflected on my past experience with my former employers with motivation being a point of focus. I believe the result and recommendation could serve some
other organizations and open up opportunities for further research. We may agree that in reality most if not all organizations consider their employees to be the most valuable resources since the other factors of production can easily be obtained due to globalization. Researchers for example P. feffer (1998) cited in (Whittington and Evans, 2005) suggested “perhaps the only remaining source of sustainable competitive advantage is through people”. This is in other words suggests that the effective and efficient management of this human resource has and will continue to be of increasing importance possibly for all organizations.

Thus, the subject of this thesis was based on the increase importance of people within all kinds of organizations. That is to identify if financial motivation is the sole factor pushing today’s employees to go the extra mile and give their best at work, and in so doing provide a rank of all other factors that can push employees to best performance. Aspiring as a future manager, the findings of this thesis will not only help me understand what motivates employees in different works of life, but also an advantage for my future managerial abilities and capabilities.

**SCIENTIFIC APPROACH**

In this research, I will follow the deductive approach. Since it utilizes a wide range of existing theories and tries to find answers from existing research and findings about motivation and employees enhancement, which I very much believe, will be use to form the basis to compare, analyze and investigate the findings of the research. The investigation will start from a sample questionnaire and various theories on motivation, and performance enhancement relating them to previous research. And then conclude by analyzing the results of the questionnaire ranking the motivational factors that is welcomed by employees towards their performance. Reed (2006,p1) suggest that,” empirical research generates knowledge derived from observation or experimentation as opposed to theory and that empirical research uses inductive reasoning to draw conclusions about the experimentation and observations”. In general, a study can be carried out using an inductive or deductive approach. Reed goes further to present that the inductive approach is “where specific observations or measurements are made in order to develop broader conclusions, generalization and theories. The deductive on the other hand, is “where one starts thinking about
generalizations, then proceeds towards specifics on how to prove or implement the generalizations.

DATA COLLECTION

A search in the Suresh Gyan Vihar University library database yields a considerable amount of literature (both books and scientific articles) concerning work motivation dating as far back as the 1950s. To develop a strong theoretical background, several of these materials were utilized, which enabled me to select those that I considered most suitable for this thesis. The books and articles were found using the search engines and databases available at Suresh Gyan Vihar University, and the Internet. From a review of literature, a survey questionnaire was developed to collect data for the study.

The survey questionnaire developed included a list of ten factors that were adapted from previous researchers already mentioned in the previous discussions. During the study period, these typed questionnaires were all hand-delivered to participants, which were dropped in a box assigned for collection. My presence was only relevant for explaining some statements in the questionnaire that the respondents needed further explanation.

The questionnaire asked participants to rank the surveys ten questions according to how important each is in motivating them employees to perform best at work. The most important factor was ranked 5 and least important ranked 1. All factors were to be ranked and no rank could be used more than once. The participants were as well asked to indicate their; gender, Current age. The respondents filling the questionnaire found no major problem in understanding the question as they were asked the only major problem are realized although from a very small number of respondents, was that of ranking the factors. However, out of the 200 hundred questionnaires administered 155 responded questionnaires usable for this thesis. The remaining 45 were those that were not refund by the respondents for various reasons, which could not be, count for. As one student working in a group said” we could only fill out the questionnaire after our group discussion”. In general, collecting data among employees of Bosch Ltd., NIE India, Genus Power, Golden Divine,
Auto Pal, was very interesting, as many of the respondents were happy making an assessment of their employment situations.

CRITICISM OF LITERATURE

The literature used in order to develop a theoretical framework for this thesis can be classified as secondary sources, as it represents data that is already collected by others. Majority write of articles used in this thesis, thus as a result, most of the findings are based on employees in the cultural and environment perspectives of these researches probably influence these results. However, some literature was found based on parts of the world.

The chosen literature has a wide variety when it comes to time perspective (from the 1950s to present). Even though some critics may argue that Maslow need theory of motivation was developed in the 1950s, it may not be useful today, and thus produces mixed feelings depending on what one is interesting. On and where, I believe this theory remains highly influential and important to organizations, educational institutions, and perhaps the research field. Furthermore, despite the fact that this theory is criticized for being too method bound, there are observable connections between the different studies using different approaches reported in this thesis. The different researchers seem to continuously refer to each other’s work, and so seem to relate to each other and present more or less similar results. Due to this interline, I am of the opinion that the literature used in this thesis could be considered highly relevant, up-to-date and therefore, correct and useful.

SCOPE OF THE STUDY

NIE India, Golden Divine, Genus Power, Bosch Ltd., Auto Pal

LIMITATIONS OF THE STUDY

The study has many limitations in terms of literatures time and financial constraints the limitation is being considered in relation to the natural explanation to which the researcher has limited, the study is limited to existing theories and models, and their influence and limitation on performance enhancement. By considering the financial and non-financial aspect of motivation on employees’ performance relates to existing theories and models.
RESEARCH METHOD AND DESIGN

RESEARCH PROCESS

Research could be defined as “the systematic approach to obtaining and confirming new and reliable knowledge.” (Ethridge 2004) Research is a process that commence with a problem and wraps up with the problem either resolves or addressed. A research is not often conclusive; rather, it takes the structure of a spiral, as it tends to introduce new problems or areas of exploration. Research inspires further research and cannot be considered as a once-off, linear, or a static act. Speaking from a broad framework, research consists of four interactive phases: the conceptual phase, also called the thinking or planning phase, the standard element in this phase is the research problem. The empirical phase, also called the doing phase, or is the research design phase. Also, the interpretive phase or the phase where the research engages with the meaning of the study and the last phase which is the communication phase or the phase of writing the research report. (Brink & Vander Walt 2006)

There are various kinds of research methods or techniques which can be opted for a project. It is vital because the use of diverse techniques will convey different results. The research thoughts usually have divers’ types which include: applied or practical research and basic or fundamental research, descriptive, exploratory, etc. The basic or fundamental to any research moves fort to acquire answers for personal interest and on the base to acquire knowledge, applied research primarily concern real world problem which focuses on finding the solutions for practical issue. (Van der velde et al 2004) This thesis belongs to the applied type; it will try to find out answers to the problems related to the company, by searching for the necessary information.

CHOICE OF METHOD

Many scholars have come with different methods to carry out research; nevertheless, none of the methods seems superior over the other. However, it is based on the message the researcher has to pass on in the research that will best determine the choice of the research method. Research methods are divided into two
main groups that are qualitative research method and quantitative research method. During this research, a qualitative research method will be used. Van Maanen defines this research method as “the procedures for coming to terms with the meaning not the frequency of a phenomenon by studying it in its social context.” The qualitative methods was used because it best answer’s the questions of “why” through the analysis of unstructured information. This type of method may include data collection from participant observation, content analysis, conversation analysis, focus groups, and interviews. (Piekkari & Welch 2004, 7) Though qualitative research method is to assist the researchers to comprehend social and cultural contexts within which people live and what they say and do, it is equally important to note that extracting meaning from the content is time consuming and challenging. (Myers 2008).

Furthermore, a quantitative approach is equally used because it is necessary to have the absolute values of certain key issues during the research. Reason being that these values can be examined in an unbiased manner. Quantitative research method is based on the measurement of quantity or amount. It is applicable to phenomena that can be expressed in terms of quantity. (Kumar 2008, 8) In this quantitative research, the main objective measurements are taken through instrumentations rather than through human judgment. Furthermore, phenomena are studied by separating the variables into parts, exploring and analyzing selected variables, and establish the relationships among them. (Taylor 2005). Though quantitative research is mostly used in large samples to carry out generalized conclusions, it will not be appropriate to roll out quantitative research method completely during this research. Therefore, the research shall be dominated with qualitative analysis. A triangulation idea will be more appropriate when demonstrating the understanding and bring out the solutions to the current issues. The concluding remarks of the qualitative and quantitative findings could have two approaches; inductive and deductive reasoning. Inductive approach of reasoning is moving from a specific situation to a generalized situation. This may take the pattern of having with the findings then researcher look for the link between his/her findings and the theory. On the other hand, by deduction reason researchers start from a
general perspective and ends up with a specific reasoning. The researchers based their focus from the theory and link it to their observation. (Bryman & Bell 2007).

RESEARCH METHODS AND PROCEDURE

Research Method

The company must analyze how well some motivations can influence employee performance and identify those factors that can trigger higher performance most. Questionnaires and interviews were conducted with employees and management to get their views on what they consider motivator and how it improves on their performance level. In essence their views could be summaries into financial and non financial motivators as well as tangible and non tangible. These includes: High salary, regular bonuses, the psychological state of the employee, internal promotions, workshops, contest for best workers, duty schedule of task, work attitude, change of responsibilities, decision making, incentive systems and reward systems..

As in the world of social sciences greater dynamism is required and considerations must be taken to come out with an objective standard. This is to avoid a situation where what motivates one employee may not necessarily motivate the other

Basically, they are two main research methods and each method is employed and used depending on the research question at hand. Firstly, the qualitative method is where the goal is to widen the knowledge and the whole pre-understanding through field observations or in laboratories. The weakness of this method is the effect from the control of the phenomena, which will continue to change because of the scientific process. During the oral method, the interviewer should guide the conversation as little as possible. Through the language, the scientist and respondents could take part of each other’s thoughts by their own valuations and experience, for it becomes easier for the scientist to gather information from the respondents. Qualitative research is by no means a new strategy or framework for doing social research (Hamilton, 1994; Vidich and Lyman, 1994). None-the-less, there has been a very considerable growth in the use and popularity of qualitative research since the early 1960s, which can easily convey the impression that it is of more recent origin than is in fact the case. It seems to imply any approach, which does not entail the collection and analysis of qualitative data. This view is generally regarded as
unhelpful though it does have some currency, largely because for most writers and practitioners, it is viewed as being more than the mere absence of qualitative data.

Quantitative methods on the other hand are based on already decided and well-structured questions, which all the respondents will be asked. The information is reduced to a certain area of interest and respondents will be repeated the same questions. This can be combined with open questions, which give the respondents the flexibility to answer from different perspectives. Quantitative and qualitative aspects may also be combined in the same study. They can complement each other by bringing width and depth into the research. A mix of qualitative and quantitative studies gave me the best ideal to follow as by focusing on secondary data, and previous research I intend to forge ahead with the research question. With my main objective, to achieve a deeper understanding of the chosen subject, this research will place more emphasis on the qualitative research method and at some level I have employed knowledge realized from articles written on the topic conducted in previous research. The combined approaches will be the most meaningful way to probe into the subject and assess the role of the financial aspect of motivation in enhancing employees’ performance.

The major part of this thesis uses a quantitative method, as the aim is focus on gathering information or opinions about the many factors in a systematic manner (in this case a survey) in order to identify the factor that motivates today’s employees. However, a quantitative approach is considered most suitable when analyzing the results between the different subgroups of respondents as the results are mainly presented.

The company must analyze how well some motivations can influence employee performance and identify those factors that can trigger higher performance most. Questionnaires and interviews were conducted with employees and management to get their views on what they consider motivator and how it improves on their performance level. In essence their views could be summaries into financial and non financial motivators as well as tangible and non tangible. These includes: High salary, regular bonuses, the psychological state of the employee, internal promotions,
worksheets, contest for best workers, duty schedule of task, work attitude, change of responsibilities, decision making, incentive systems and reward systems. As in the world of social sciences greater dynamism is required and considerations must be taken to come out with an objective standard. This is to avoid a situation where what motivates one employee may not necessarily motivate the other.

This study utilizes both qualitative and quantitative research method. A questionnaire and is buttressed by an interview conducted at Bosch Ltd. NIE India, Genus Power, Golden Divine, Auto Pal.

QUESTIONNAIRE
A structured questionnaire is used in this research as a tool to acquire information on role of motivation in talent retention and increasing productivity. These questionnaires were made available to the employees and they had time to answer the questions based on their views at the company. The questionnaire had both opened and closed questions. Both the opened and closed questions were very précised as much as possible so as to make the questionnaire more effective and efficient. This survey was coordinated by the regional director of the company so as to achieve its ultimate goal. The closed questions were short and direct to the point and it wasn’t necessary for respondents to write much. The respondents were simply expected to mark an “X” where they feel it correspond with them most. The questionnaires was handed to the employees and the answered questions were returned at the end of their responds in a suggestion box where by their identities were not disclosed on the questionnaire. The questionnaire was divided into three main sections which are the background information, work motivation and rewards. It was developed based on the theoretical work of the thesis. These three main parts have multiple questions concerning the relationship between the employees’ and the target organization. The background questions gave us some understanding on what kinds of respondent were. Common issues such as their work experience within the company, their gender distribution, the different job positions as well as knowing their age structure.
The questionnaire was designed to better understand what motivates the employees at their company. Furthermore, the questionnaire examines how the company values their services, the working conditions, and to understand how their employers motivate the employees at work and motivate them to work with company for long time. In addition to that, the last section of the questionnaire was designed to understand the different reward within the company and to give a better understanding on how the employees feel or react in relation to the rewards system. Equally, questions on the essence of incentive to the employees, the ways which employees would like to see their rewards were also asked. An emphasis was made to the employees to channel their problems through an e-mail contact whenever they have doubts over certain questions on the questionnaire in order for them to have better understanding of the question and for them to answer how they felt toward certain issues.

A total of 200 questionnaires were sent out, a total of 155 were return and 45 were not return. The questions were sent to the employees through an e-mail care to the general manager whereby he had to print the questions and hand to the employees. The respondents had a time frame of approximately 30 minutes to respond to their questions. A time frame was given to reduce the influence of other respondent over others. The interview had seventeen questions responds from the interviewees were categorized into three main groups. These main groups now have sub themes which make the understanding and reading of the report much easier. The questionnaire had a sum of thirty-five questions (see appendix 1). The results from the questionnaires were classified into three main groups. These groups had sub themes as well.

**INTERVIEWS**

In addition to the questionnaire more qualitative data was collected from a personal interview with two representatives from Ultimate Companion Limited. The representatives do understand the company’s policies and goals; these were the human resource manager and the general manager within the company. On October 4th at 15:00 Cameroon time and 17:00 Finnish time the interview was decided by the interviewees after my proposal to take place. This interview was conducted at
two different intervals and it took a total of two hours fifteen minutes. The entire interview was not proportionate due to their responsibilities and differences in opinion, the human resource manager had a total of one hour thirty minutes during the session with him. The general manager had forty-five minutes of talking time during the interview process. The idea behind the interview just as in the case of the questionnaire is to link the interview with the theoretical framework. These interviews were being conducted with the aid of the fast and most popular media the internet “skype” calls. Notes were being taken down when the interviewees were speaking; recording could have been another alternative but due to the good sound quality I was able to get and write down the necessary facts. In addition to that during the course of the interview I kept a constant reminder to the interviewees about the purpose of the interview in order to keep them on focus.

The interview was in three main sections, the background, work motivation and rewards in a semi structured approach. Subsequently seventeen categories of questions were developed on specific topics; these semi-structured questions were used as the interview guide (see appendix2). The interviews started by letting managers to give brief background aspects about themselves, company, their duties and how they coordinate their employees. The next stage of the interview was more of practical issues within the company on work motivation. The questions were structured base on their personal views on work motivation and as well as from managerial perspective which read as follow “How do you assess your own motivation as a factor for high performance? How do you assess employee motivation as a factor for high performance?” Finally the last phase of the interview was on reward; these questions were on how their reward systems are and if there is need for improvement. The interview was simple and friendly with single and direct questions posse to different managers. By trying to avoid double responds in a single question was a means to make the interview simple and precise.

SAMPLE

The purpose of this thesis is to access the role of financial motivation in enhancing employee’s performance in organizations, utilizing Mallow’s hierarchy of need theory as a foundation in order to achieve this aim. The process through which
this would be obtain is by allowing individuals to rank a given set of adapted motivational factors according to how important each is in motivating them as future employees to perform best at work. I am of the view that by using a general survey method rather than interviews, it would be possible to overcome some of the major concerns of Mallow’s critics. That is, for example the “critical incident technique” criticized by Ewen (1964, p.162), which involved asking respondents to describe exceptional events from their history. As a result, a total of 200 questionnaires (see appendix for sample of administered questionnaire), were prepared and randomly administered among employees. These questionnaires were distributed randomly in order to ensure maximum representation of all level of employee from different works of life and to avoid any possible biases. To ensure this, for example, the sample included students from different age groups, regions and studying different field of programmers within the Business organization.

**CHOICE OF INVESTIGATING FACTORS**

Choosing the investigating factors for a research is of great importance for the outcome of that study. The factors selected in this study are from a number of previous studies, enabling this thesis to accommodate a broader view of the existing literature. Therefore it is only necessary at this point to motivate my choice for adopting some factors for this thesis and not others.

Firstly, the original plan was to undertake a case study of Volvo Company Umea to assess the role of financial motivation on the performance of their employees, taking into consideration my preconceptions. However, this did not materialize because of some language difficulties, for example, when I contacted through phone calls to carry out my study, I was told of the language difficulties. Therefore with a degree of counseling from my supervisor the decision was taking to instead carry out a general survey involving of Bosch Ltd, NIE India, Genus Power, Golden Divine, Auto Pal employees.

Secondly, only two subgroups are considered in this thesis. These included (age and gender) because I saw them as the most appropriate subgroups to be used for this thesis since the respondents to the survey included just students who could
only be sub-divided for easy analysis of the results. Thus a third factor was to include the basis on which the selection for the factors was done to ensure validity in the results obtained from the analysis of the survey.

Thirdly, the basis for selecting the ten factors in this thesis was that each factor must have been used by at least more than one previous research thus making the results and analysis of this thesis objective. Hence a discussion on what constitutes Deficiency needs and Growth needs was necessary as a fourth reason for the selection of investigating factors.

Fourthly, it is worth noting that from the ten factors of need used in this study, three could be regarded as Deficiency needs for every employee (Good working conditions, job security, and nature of job). While the other seven could be considered growth needs for every employee (promotion and expectations, organizational/management style, recognition, satisfying goals, Good wages, team spirit, working hours). These factors were considered to be appropriate for this study.

Finally, it is worth noting that even though most of the target population of previous studies was specific group of employees, however most of the factors used were the same, though some were different. In this study, certain factors such as Good working conditions, working hours were not considered, as I did not find them highly relevant in this study, as their inclusion will only result in a pull of unnecessary data.

DATA ANALYSIS

After data were collected on all the factors, excel computer programme was used to present the results. After entering the rankings given to each factor by each respondent, the total or sum of all the rankings for that factor was totaled. The factor with the least or lowest sum, was ranked number 5 or the last factor and the factor with the highest sum was ranked 1 or first. The same procedure was used to analysis the ranking of factors between the different subgroups. This system of data analysis was found to be more appropriate as different participants gave a different ranking for the same factor, and this was the simplest method that I could use to present the results.
QUALITY OF THE RESEARCH DESIGN

Validity: Research design is often divided into three broad categories, according to “the amount of control the research maintains over the conduct of the research study”. These three broad categories namely: “Experimental, field and observational research. They vary on two important characteristics: Internal and External validity. The External research concerns the overall validity of the research study (Watt & Van Den Berg, 1995,). In an Experimental research, the researcher controls the setting in which the research is been conducted and may influence the variable(s), while observing the changes or no change in the variables. Thus, due to the ability to control and eliminate certain variables and conditions that may have a profound effect on the outcomes of the research, would likely improve the validity of the research.

In a field research, the researcher retains control over the independent variable(s), but conducts the research in a natural setting without any control over environmental influences. On the other hand, in an observational research, the researcher can neither control the variable(s), or the research setting. This kind of research usually takes place sometime after the actual process being researched (Watt & Van Den Berg, 1995,.) Internal Validity describes or accounts for all factors, including those, which are not directly specified in the theory being tested, but might affect the outcome of the study. In other words, it usually concerns the soundness of the research being carried out. External validity conclusions covers the specific environment in which the research study is conducted to similar real world situations (Watt & Den Berg.1995) In this case a research which has a generalized conclusion, could be more valuable than one whose conclusions cannot be applied outside the research environment.

The research for this thesis could be considered as a field research as it is carried out among people work force and whose responses I cannot influence in any significant manner. Furthermore, to ensure both internal and external validity believes to have used the most accurate and up-to-date literature. The right and relevant questions asked in the survey, the most feasible data collection method used, and the tools used to analyze the data are also considered to be accurate and
produce valid results; the overall validity of this thesis is considered to be high. However I would argue that the internal validity of this thesis is relatively high, but the same cannot be said for its external validity. The reason for this position is therefore discussed under the reliable headings.

**Reliability**: The aim of any research I believe is to use a given procedure and reach a conclusion that will be applicable in any given environment. The primary objective should be that if a later investigation followed exactly the same procedures as described by an earlier investigator and conducted the same study all over again; this later investigator should be able to arrive at the same results and conclusions. Thus the study is considered to be highly reliable. However, due to the very nature of human beings 100% reliability cannot be considered for this study, as individual perceptions are central in this study. In other words because we are different as individuals and that our individual wants and preferences are different, future investigations may not produce exactly the same results as reported in this thesis. Nonetheless, I believe that the results of this study could be regarded as highly reliable.

Degree of generalization: For a research to be able to generalize the results obtained from the sample surveyed to the total population depends on how well the sample represents the total population and how accurately data was collected and analyzed. This generalized conclusion would possibly make the research work more valuable and appreciated. Furthermore, the larger the number of observations, the more trustworthy the generalized the conclusion might be. In this study, the target population was 200 employees. I acknowledge the fact that this sample is not large enough to be applying the results to the total population or generalize the result. However, the results of this study could be used as a starting point for managers or organizations and other interested parties to identify and understand what factors motivate employees and thereby ensure an environment that encourages, promotes, and fosters such factors.

Finally the aim of this thesis was to determine role of motivation in talent retention and increasing productivity. Results of the questionnaires on the general background information about the respondents was analyzed such as, age, full-
time/part-time, gender, work experience and position. This was entered into the excel spread sheet software program which they were processed to have their respective frequency on what they represent within the company. The analysis of the research went on by examining the predisposition arising from the open questions collected. Equally, some values were used to acknowledge certain key issues which were mention in the open questions. The responds from the close questions were equally process on excel to know the précised frequency and mean of employees who exhibit a certain behavior within the company. Having the theoretical work in place and from the understanding of the different motivational theories, two different analytical approaches could be used; the inductive or the deductive approach. The approach used in this research is based on working from the finding that is from responds from the respondents to find a link with the theoretical work, and finally coming out with a conclusion by reconciling the responds with the theories. By arranging the responds into groups and later into themes makes the work easier to identify points and quotes, to give explanation to support or to contradict existing.