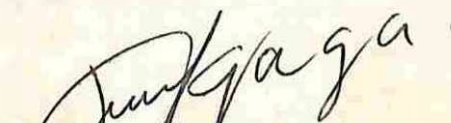


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DR. J.M. IGAGA

MOTIVATION OF NON-MANAGERIAL HOTEL WORKERS  
NAIROBI

KANAIDZA ALI VIDZA ABWAO

A thesis submitted in partial fulfilment  
for the degree of Master of Arts in  
Psychology at the University of Nairobi

March 1981

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FIGURE A MASLOW'S HIERARCHY OF NEEDS

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(i)

ACKNOWLEDGEMENT

It has been through the co-operation of various organizations and people that the writing of this thesis has been possible.

I am especially thankful to the management of the hotels where workers were interviewed.

My sincere appreciation goes to my family whose encouragement saw me through difficult times.

I am indebted to my supervisor Dr J.M. Igaga whose guidance and patience enabled me to complete this work, and to Miss Bali for advice in statistical procedure.

(ii)

ABSTRACT

This study was designed to examine needs on Maslow's hierarchy which may act as motivators and directors of behaviour for non-managerial hotel workers in some Nairobi hotels.

It was hypothesized that there would emerge a different hierarchy from the one proposed by Maslow.

319 subjects with knowledge of Kiswahili and or English were included in the study where twenty statements representing the five need areas on Maslow's hierarchy were rated on a seven point scale according to how strongly each subject agreed or disagreed with each statement.

Results obtained supported the hypothesis. There did emerge a different hierarchy from the one proposed by Maslow. Nevertheless the results are suggestive rather than conclusive and it may be that the cultural aspects of the subjects had a bearing on the results.

CHAPTER 1

THEORETICAL CONSIDERATIONS AND REVIEW OF LITERATURE

Motivation is a term used for the phenomena involved in the operation of incentives, drives and motives. A motivating situation, states Maier, (1973), has both subjective and objective aspects. The subjective side is a condition in the individual which is called a need, a drive, a motive or a desire. The objective side is outside the individual and may be called the incentive or goal. When the nature of the need and of the incentive are such that obtaining the incentive satisfies and therefore removes the need, the situation is said to be motivating. For example hunger is a need and food is an incentive, food satisfies hunger.

Organization Psychologists, Herzberg (1966), Likert (1961), McGregor (1957), Argyris (1957) and Maslow (1954) are in agreement that human behaviour is not completely disorganized and without motivation. The human personality is composed of multiple elements which are related to effect some degree of apparent balance. The needs of human beings can be classified into three categories, the physiological, social and egoistic.

Physiological needs often termed primary, are those that result from the necessity to sustain life; food, water, air, rest, sex, shelter

and the like.

The remaining two types of needs are often termed secondary since they are more nebulous and intangible. They vary in intensity from one person to another, much more than do primary needs. In the social category are the needs of physical association and contact; love, affection and acceptance. Egoistic needs are derived from the necessity of viewing one's self or ego in a certain manner. Among the identifiable egoistic needs are the following; recognition, dominance, independence and achievement.

Although there is agreement as regards the categorization of human needs, each psychologist (mentioned above) has defined and presented motivation in a slightly different manner from the other.

One of the more stimulating studies of human nature developed in recent years is that done by Herzberg (1966), and his associates. Herzberg reinforced the Freudian theory that human beings have two basic needs; the need to avoid pain and survive and the need to grow, develop and learn. As such, an analysis of employee job satisfaction would result in the formation of two separate continua, rather than the traditional one of satisfaction/disatisfaction. The first continuum, ranging from dissatisfaction to no dissatisfaction would be affected by environmental factors over which the employee has limited influence. Typical of these "hygenic factors" are pay, interpersonal relations, supervision, company policy and

administration, working conditions, status and security. Herzberg indicates that these factors do not serve to promote job satisfaction, rather their absence or deficiency can create dissatisfaction. Their presence can only serve to eliminate dissatisfaction.

The second class of factors referred to as "motivators" makes up a continuum leading from no job satisfaction to satisfaction. Examples from this class are the work itself, recognition, achievement, possibility of growth and advancement. All of these are concerned with the work itself, rather than its surrounding physical, administrative, or social environment. If the worker is truly motivated, the job itself is the major source of motivation. All of the other "hygienic factors" can serve only to "clean up" the environment and prevent dissatisfaction. Thus Herzberg has a dual approach towards human behaviour.

Another dual approach towards behaviour of humans was presented by Douglas McGregor (1957). After observing the actual practice of many traditional managers, he proposed that they were acting on a set of assumptions of what they knew of human behaviour; this he termed "Theory X". Under this set of assumptions, the average human being has an inherent dislike of work and will avoid it if possible. Because of this human characteristic of dislike of work, most people must be coerced, controlled, directed and threatened with punishment to get them to put forth adequate effort. Also

under this assumption, it is stated that the average employee prefers to be directed, wishes to avoid responsibility, has relatively little ambition, and wants security above all.

On the basis of psychological and social research results, McGregor submitted an opposing view of the human being, which he called "Theory Y" as a more realistic assessment of the capabilities of an individual. "Theory Y" suggests that an individual is born basically good with considerable potential for growth; at least he is born neutral with a "blank page" to be written upon by society.

In the work environment, the expenditure of physical and mental effort is as natural as play or rest. He will exercise self-direction and self-control in the service of objectives to which he is committed. The average human being learns, under proper conditions, not only to accept but to seek responsibility. Though McGregor has a dual approach towards human behaviour, the presentation is different from that of Herzberg.

Closely following the dual approach towards human behaviour is Argyris' continuum of human growth. Argyris (1957) proposed that there are several dimensions of maturation through which the person will develop to achieve good mental health. At the immature, infant end of this continuum are seven characteristics; being passive,

being capable of behaving in only a few ways. On the other hand, natural movement with maturation would be toward behaviour characterised by increasing activity, independence, an awareness of control over self, aspiring to occupy an equal or superior position, having long-term perspective, developing deeper interests, and being capable of behaving in many ways to satisfy needs.

Organizations need human resources to fill positions necessary to achieve organizational objectives. Though one might contend that mature personnel are a prime necessity, Argyris argues that many organizations are structured and managed in such a manner that immature, infant-like behaviour is required for retention and 'success'. An employee is asked to submit to orders, plans, policies, procedures and rules as given. He is asked to work in an environment where he has little control over his life, is expected to be passive and dependent upon authority, and is asked to use a few skin-surface shallow abilities.

Faced with the incongruity of organizational demands and mature human needs, it is suggested the employee will adapt to the environment by leaving the job that insults personal integrity, by attempting to advance to higher positions where there is more freedom and autonomy, or by being resigned to a frustrating situation and adopting an attitude of apathy and disinterest.

Both Argyris and McGregor suggest that industrial organizations



seriously harm human beings through management based on assumptions of employee immaturity and irresponsibility.

The approach presented by Likert (1961), varies from the dual approach of Herzberg (1966), McGregor (1957), Argyris (1957), in that he spells out three types of areas of human motivation; the ego motives, the security motives, and economic motives.

In the category of ego motives, Likert recognizes the desire to achieve and maintain a sense of personal worth. The desire manifests itself in many forms depending upon the norms and values of the persons and groups involved. Thus it is responsible for such motivational forces as the desire for growth and significant achievement in terms of one's own values and goals, that is, self-fulfilment as well as the desire for status, recognition, approval, acceptance, power and to undertake significant and important tasks.

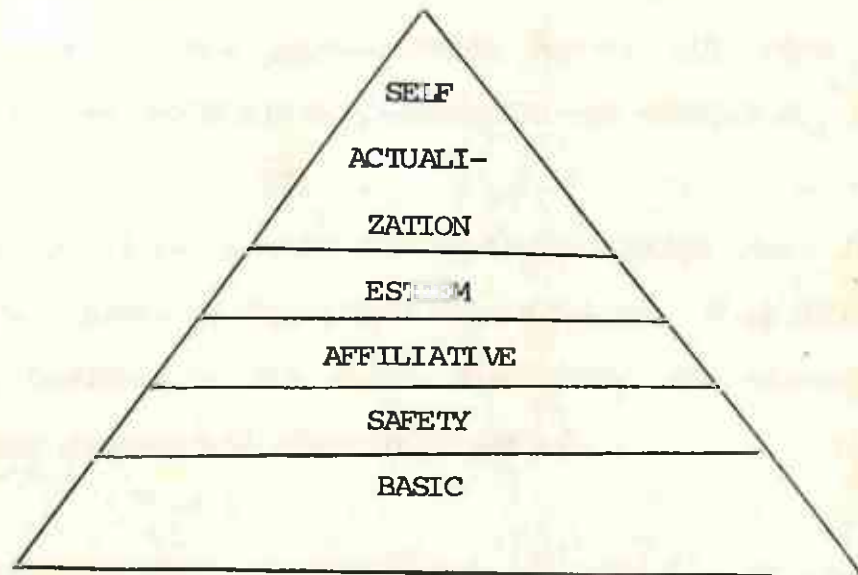
The security motives manifest in the form of curiosity, creativity and desire for new experience. Finally the economic motives are realized by tapping all the motives which yield favourable and co-operative attitudes. Maximum motivation oriented towards obtaining the organization's goals as well as fulfilling the needs of each member.

Thus for all three types of motives, Likert recommends a

consultative leadership style if motivation is to be maintained in the long run.

Maslow's approach towards human behaviour indicates a great difference from that of Herzberg (1966), McGregor (1957), Argyris (1957), and Likert (1961). According to Maslow's theory, human needs are arranged on a hierarchy of importance. Different researchers and scholars have suggested different terms for needs but for the purpose of this study the following were used; basic, safety, affiliative, esteem and self-actualization. At the lowest level are the basic (physiological) needs, followed by safety needs, the affiliative needs, the esteem needs and the self-actualization needs. (See figure below).

FIG.A MASLOW'S HIERARCHY OF NEEDS



In man, Maslow's needs are arranged in order of importance. The basic needs, the need for food, drink and sex are the most important

needs at the lowest level. Maslow (1943) pointed out that these physiological needs are to be considered unusual rather than typical because they are isolable and because they are localizable somatically. That is, the needs are relatively independent of each other, of other motivations and of the organism as a whole, and in many cases, it is possible to demonstrate a localised, underlying somatic base for the drive.

Undoubtedly, these physiological needs are the most prepotent of all needs. What this means specifically is that, in the human being who is missing everything in life in an extreme fashion, it is most likely that the major motivation would be the physiological needs rather than any others. A person who is lacking foods, safety, love and esteem would most probably require food more strongly than anything else. If all the needs are unsatisfied, the organism is then dominated by the physiological needs, all other needs may become simply non-existent or pushed into the background.

The physiological needs when repeatedly gratified cease to exist as active determinants or organizers of behaviour. They now exist in a potential fashion in the sense that they may emerge again to dominate the organism if they are thwarted.

If the physiological needs are relatively well gratified, there then emerges a new set of needs, which may be categorised as the "safety needs". They are the needs for stability, security, dependence,

protection, freedom from fear of anxiety and chaos, the need for structure, and the need for law and order. The organism may equally be dominated by these needs. They may serve as the almost exclusive organizers of behaviour, recruiting all the capacities of the organism in their services, and the organism may be described as a safety-seeking mechanism. Other broader aspects of the attempt to seek safety and stability in the world are seen in the very common preference for familiar rather than the unfamiliar, or the known rather than the unknown. Otherwise the need for safety is seen as an active and dominant mobilizer of the organism's resources only in emergencies. For example war, disease, natural catastrophies, crime waves, and societal disorganizations.

If both the physiological and safety needs are fairly well gratified, then there will emerge the affiliative needs. They are the needs for companionship, the need for acceptance, the need for friendship, belongingness, love, and affection. The person will feel keenly as never before the absence of friends and family. He will hunger for affectionate relations with people in general, namely for a place in his group and he will strive with great intensity to achieve this goal. he will want to attain such a place more than anything else in the world.

The esteem needs are at the next level on the hierarchy. They are the need for achievement, the desire for strength, for adequacy, for confidence in the face of the world, and for independence and

freedom. In addition there is a need for reputation or prestige, that is, respect or esteem from other people, a need for recognition, attention, importance or appreciation. Satisfaction of the self-esteem need leads to feelings of self-confidence, worth, strength, capability, and adequacy of being useful and necessary in the world.

Even if all the needs mentioned are satisfied, it is often (if not always) expected that a new discontent and restlessness will soon develop, unless the individual is doing what he is fitted for. The final need on Maslow's hierarchy is self-actualization, the need for self-fulfilment, the need for recognizing one's own potentialities for continued self-development, and the need for being creative in the broadest sense of the word. Self-actualization is the desire to become more and more what one is, to become everything that one is capable of becoming. The clear emergence of these needs rests upon prior satisfaction of the physiological, safety, affiliation and esteem needs. Though organization psychologists Herzberg, McGregor, Argyris, Likert recognize the needs of human beings, and categorize them, they have tended to lean more towards the organizational environment in relating the needs of man and the objectives of the organization. As a result, less attention is focused on the primary needs of man. Maslow's approach focused more on the human being and his needs rather than the organizational environment. He proposed that if we could match the needs of man to the objectives of the organization, we could begin to speak of a motivating situation.

Thus Maslow's theory is unique in that he did not attempt to design a theory of work motivation as such, but stated that the capability of understanding man's behaviour at any particular time would enable the design of a work situation where those needs could be fulfilled.

He further proposed that needs higher on the hierarchy do not become motivators of behaviour until needs lower on the hierarchy have been adequately fulfilled. If needs lower on the hierarchy remain unfulfilled they become the basis for motivating and directing behaviour. Maslow's approach in my view is more realistic, in that it deals with the human being as a complex animal, of many needs, and that motivation will depend on the most important need at any particular time.

In this respect, this chapter focusses on some of the current literature relevant to Maslow's theory of motivation.

#### REVIEW OF RELEVANT LITERATURE

##### Studies in less industrialized countries

##### basic and safety needs

In a study by Zalenznick, Christiensen, Roethlisberger (1958), menial workers were interviewed in order to determine their motive to work. It was found that the workers relied on their jobs as a means of fulfilling their basic and safety needs.

Singh and Wherry (1963) through interviews noted that factory workers perceived job security to be their most important need.

Weaver (1970) found that employees in a public bureaucracy stressed security as being a very important aspect of their work. A very high percentage of lower level employees, that is clerical and service workers, felt very insecure about their job status due to lack of institutional safeguards.

Investigations in less industrialized societies by Kerkhoven (1962), Belli (1971), in Nigeria, concluded that due to less calorific intake, or lack of sufficient nourishment to replace energy lost on the job, employees did not perform to the required standards, or at the same level as their counterparts in western Europe.

Greenwood (1971) interviewed non-managerial workers in several West African societies about their jobs. He found that a majority of the people worked in order to fulfil their lowest level of needs, the basic (survival) and security needs.

#### Affiliative needs

Yinnon, Yoel, Bizman and Goldberg (1976) selected seventy five subjects from a cross-section of Israel industry. These subjects were given seven story situations representing the five areas of

Maslow's needs from which they were to select one statement which was closest to their satisfaction level. The results revealed that as one goes up on Maslow's need hierarchy, the criterion for judging whether one's need has been fulfilled becomes less self-dependant and more other-dependant. The results thus indicate that affiliation needs are important as a source of motivation and are closely tied with the other needs higher on Maslow's hierarchy.

For our purpose, a study on motivation was conducted by a research team from the Hague, under the direction of Robinson Graham (1972, and 1973). In the study, an attempt was made to determine factors which influenced workers to perform their jobs. Subjects were drawn from three Kenya organizations; the Cargo and Handling (Mombasa) and the East African Posts and Telecommunication (Kenya branches only). During interviews, the subjects were asked to consider the following work characteristics each on its own merit; company administration, remuneration, security, growth, responsibility, achievement, social atmosphere and recognition. The questionnaire contained 75 forced-choice attitudinal questions. For each question, a range of responses was given. Respondents were to select an answer closest to their own approximation. Results obtained revealed that the employees had a need for a highly collaborative group working together, where each member had a clearly defined role, working under the guidance of a boss, who was himself a member of the team, rather than an aloof source of instructions or directives.

In summary the findings revealed that in the six different studies



(Zalenznick, Christiensen, Roethlisberger (1958); Singh and Wherry (1963), Weaver (1970), Kerkhoven (1962), Belli (1971), Greenwood (1971), needs lower on Maslow's hierarchy were more important as motivators of behaviour for the subjects in question. In the two other studies (Graham (1971, 1972) and Yinon, Yoel, Bizman and Goldberg (1976) the affiliative needs were more important as a source of motivation.

Since there are findings from only one study conducted in Kenya, there is a need to examine further Maslow's hierarchy in the Kenyan situation. Only then can we be able to accept or reject the notion that there exists a different hierarchy of needs for workers in the Kenyan context from the one proposed by Maslow.

#### STUDIES IN INDUSTRIALIZED COUNTRIES

Studies with similar findings as the Kenyan study have been reported in industrialized societies.

#### Affiliative needs

Mayo (1924-1927), conducted studies at the Western Electric Company in Chicago, U.S.A. These studies were known as the Hawthorne studies. Factors in the work situation which were reflected as needs lower on Maslow's hierarchy that is, light, temperature, humidity, rest pauses and length of day, were investigated as items

contributing to the level of motivation. Mayo found that many of the factors did not explain the results, that is, the factors under investigations were not related to the findings. Any variation made in the factors showed an upward trend in increased motivation. This trend became very clear when removal of the favourable conditions did not decrease the motivation of the subjects to its previous level. Further analysis of the data revealed that a more favourable work atmosphere had developed since the employees felt free to interact with each other as well as their supervisor, and they developed confidence in the company. In this study, the affiliative needs were found to be a more important source of motivation than the factors under investigation.

Likert (1955), began to examine the levels of motivation among members of an organization. He selected subjects from thirty one geographically separated departments of a company which operated nationally in the United States of America. Each department had a workforce of five to fifteen employees. The following variables similar to the needs on Maslow's hierarchy were examined. Organizational structure, that is what it is supposed to be and what it is in actual fact; the extent to which each subordinate and his superior have the same understanding as to responsibility, authority, goals and deadlines; the amount and quality for co-operation within each unit of the organization between units and between superiors and subordinates; the extent to which each work group is functioning as a highly effective group; the efficiency

and adequacy of the communication process vertically and horizontally on the organizational hierarchy; and extent to which members of the organization feel that the atmosphere of the organization is supportive and helps maintain the employees' worth. The above variables were compounded into a seven item questionnaire to be responded to by the subjects, who in the first instance were managers.

The results obtained represented an approximation of the extent to which each manager had a supportive (motivating) attitude toward his employees and the extent to which he believes in utilizing group methods of supervision. The scores based on the managers' responses reflected their concept of their jobs. A seven response option was established from the results obtained from the managers. The original questions were reconstructed so that non-managerial employees could be included in further studies. Additional surveys on different aspects of the work situation were conducted, response options being modelled on the original study of the seven item questionnaire with the managers.

Results gave an approximation of the attitude non-managerial employees had towards their jobs. Findings from the study of managers and non-managers gave an estimate of the level of motivation for the different levels on the organizational hierarchy.

The purpose of administering the first test (with managers) was to

establish a criterion upon which further investigations could be based, and to create a flexible scale to examine motivational patterns for members of an organization at different levels.

This procedure followed by Likert in his study was adapted in the present study in that, initially, managerial employees in different industries in Nairobi were interviewed so as to enable the researcher to acquaint herself with the different types of motivational patterns and how these were interpreted by management. Secondly to establish a criterion on which questions for non-managerial employees could be constructed.

Herzberg (1959) set out to collect job attitudes from which assumptions about human behaviour could be made. Two hundred engineers and accountants representing a cross-section of the Pittsburg (USA) industry were interviewed. They were asked about events they had experienced at work which had either resulted in a marked improvement or reduction in their job satisfaction. Herzberg found that what the subjects mentioned when they were happy about their jobs were genuine motivators. These had to do with feelings of accomplishment, growth, job interest and responsibility. These factors which contributed to an increase in motivation were related to needs higher on Maslow's hierarchy.

In a study conducted by Porter (1961, 1962, 1963), Porter and Lawler (1968), five need areas were selected for investigation because of

their relevance to the concept of a hierarchy of prepotency of needs. They were the security, social esteem, autonomy and self-actualization. The subjects were asked to rank in order of importance the most motivating of the need areas, as far as they were concerned.

The analysis revealed that needs higher on the hierarchy were more important for a large percentage of the 75 middle management employees and needs lower on the hierarchy were more important for a majority of the 64 lower management employees. These findings indicate that as one moves up the organizational scale needs higher on Maslow's hierarchy tend to become more important as a source of motivation.

Under the direction of William F. Whyte (1963), social scientists at Cornell University (U.S.A.) spent time with production workers and found that monetary incentives became quickly entangled with a lot of other motives which had little or nothing to do with money. The ultimate effect of money itself was not easy to identify.

#### Esteem needs

Hall (1963), and (1968) observed that employees in an industrialized society (USA) were driven by ambition to achieve recognition through meeting a challenging job. It was argued that organizations which met the needs of their employees would provide a high level of

motivation, the motivational patterns at General Motors is a case in point.

General Motors, the largest car manufacturing company in the world with more than 78,000 employees recently experienced problems with the work force. It became evident that there was lack of motivation for employees to perform satisfactorily. This was manifested in behaviour such as absenteeism, alcoholism, careless workmanship and theft. Delma (1978) directed a group of psychologists to study the problem.

Analysis of the situation showed that the boring routinised work on the assembly lines contributed to the decline in motivation and decline in pride of achievement.

A philosophy was thereafter developed where each worker was given more diversified tasks, greater control over decisions which affected his work, and a larger sense of participation in the production of the final product. As a result, production improved, indicating an increase in motivation. Though the subjects in this study were non-managerial workers, (assembly line workers), needs higher on Maslow's hierarchy were more important as motivators of behaviour than needs lower on hierarchy.

Some of the studies conducted in industrialized societies reviewed in this chapter, yield different results from those conducted in

less industrialized societies, with the exception of the study conducted in Kenya (1972 and 1973) where results are similar to the findings of the western studies.

In our society, we yet have to determine the needs which urge man to spend most of his time in an organization. Sound judgement of our motivational patterns cannot be based on the one Kenyan study mentioned earlier on in this chapter (pp.13) In order to find out existing motivational patterns, further investigations must be carried out through the study of man in his working environment. In this respect, the study was designed in order to determine the needs which urge non-managerial hotel employees to go to work.

CHAPTER 2

CONSTRUCTING AND PRE-TESTING THE MEASURING INSTRUMENT-PILOT STUDES:

DESIGN OF THE STUDY

The study was designed to examine the needs on Maslow's hierarchy which act as motivators and directors of behaviour for non-managerial hotel workers.

During the actual study, the researcher reported to the personnel managers of the hotels where the study was conducted. Each personnel manager introduced the researcher to the various departmental heads who selected the subjects to be interviewed. Subjects were selected from those employees who were on duty at the time the researcher was conducting interviews in each department. The person selecting the subjects was told that those to be interviewed were to be selected randomly, that is an employee on duty irrespective of his/her background or type of job held. The researcher held a brief discussion with the various departmental heads, during which time she explained the purpose of her visit, and explained the format of the questionnaire (refer to Appendix A). Likewise the subjects selected were briefed and requested by their departmental heads to take some time to respond to the questionnaire.

Once each candidate had completed the form, he handed it to the



researcher who checked to make sure that there were no missing responses. The researcher was at hand to give further explanation whenever it was needed.

The purpose of the pilot studies was to get acquainted with the types of industries in the Nairobi area, to determine how best to study motivation, and the level of workers, to be included in the study.

Before the pilot studies were conducted, a familiarization survey was carried out in which nine personnel managers in various organizations were interviewed. Some of the firms visited were the East African Power and Lighting Company, the East African Posts and Telecommunications, East African Industries, Union Carbide (Kenya) Limited, Caltex Oil (Kenya) Limited, Barclays Bank International, (Nairobi) Headquarters, British American Tobacco Company, Central Bank of Kenya and the Hilton Hotel.

The aim of the familiarization survey was to aid in finding out the existing labour practices in Kenya, to obtain information on the different types of motivation and how they are interpreted by the managers in the work situation. Each manager stated the types of rewards and benefits their employees received, whilst the researcher noted them on a piece of paper and later re-arranged them in accordance with Maslow's hierarchy of needs. Table 1 (pp.23) illustrates the various types of rewards given by the different

TABLE 1

BENEFITS & REWARDS GIVEN TO NON-MANAGERIAL EMPLOYEES BY COMPANIES STUDIED IN THE PILOT STUDY

REWARD	E.A.P.L.	E.A.P.T.	E.A.I.	U.C.	CALTEX	BARCLAYS	B.A.T.	C.B.K.	HILTON
BASIC MONEY	SALARY								
MEALS	NO	NO	YES	SUBSIDISED BY COMPANY.	YES	NO	SUBSIDISED BY COMPANY		YES
TRANSPORT	FIELD STAFF	FIELD STAFF	YES	YES	LATE SHIFTS	NO	YES	NO	LATE SHIFTS
UNIFORM	YES	YES	YES	YES	YES	YES	YES	YES	YES
SAFETY HOUSING	NO	YES	ALLOWANCE	NO	ALLOWANCE	NO	NO	NO	ALLOWANCE
MEDICAL	PRE-EMPLOYMENT	PRE-EMPLOYMENT	+ COMPANY DOCTORS	TO ATTEND TO ILL	HEALTH MEDICAL EXAMINATION	COMPANIES MEET THE	BILL OF EMPLOYEES		
RETIREMENT PENSION BENEFITS SCHEME	PENSION SCHEME	PENSION SCHEME		CONTRIBUTORY PROV. SCHEME	CONTRIBUTORY PROV. SCHEME				
AFFILIATIVE SOCIAL SPORTS ACTIVITIES TEAM	SPORTS GROUND + CLUB	SPORTS GROUND + CLUB		ORGANISE SPORT TEAM	SPORTS CLUB + SPONSORING ACTIVITIES		SPORTS GROUNDS CLUB	SPORTS HALL	SPORTS CLUB
SOCIAL ASSISTANCE	NO	FUNERAL ASSISTANCE +SR	NO	NO	FUNERAL ASSISTANCE	NO	NO	NO	NO
ESTEEM INCREMENT PROMOTION	ISSUES ON	MERIT/PROMOTION	BASED ON PERFORMANCE +	SOME CASES SENIORITY	LENGTH OF SERVICES				
SELF-ACTIVIZATION EDUCATIONAL ASSISTANCE TRAINING	YES	YES	YES	YES	YES	YES	YES	YES	AT UTALI SPONSOR

organizations. Generally, the companies offer similar rewards, they are, however administered in a variety of ways by the different companies. For example the companies included in the familiarization survey offer salary, uniforms and have their would-be employees take a medical examination before confirmation of employment. As regards housing, some companies give a housing allowance, some provide housing, while others do not offer either. Retirement benefits are handled in two ways; some companies provide a pension scheme where an employee does not contribute, while others have a Provident Fund Scheme where an employee contributes a certain percentage of his salary and the company contributes on behalf of each employee an equal percentage.

In addition, an employee is aided financially if he encounters problems. For instance two of the companies assist the family of an employee if he dies; so as to enable the purchase of a coffin and transportation of the body to his home area. Increments and promotion are awarded for good performance. Most of the companies send their employees for training while others aid employees who wish to further their education by reimbursing money spent on a course if successful examinations results are obtained.

The analysis of responses given by the Personnel Managers revealed that a wider perspective of employee motivation could be obtained if employees themselves were interviewed. Subsequently, a questionnaire containing thirty-eight open-ended questions was constructed. There

were twenty-two questions on the present job, and sixteen on the employee's background, included as it was believed that differences in background will produce variations in the motivational patterns.

The pilot studies were conducted at a hotel institution in Nairobi. The object of the studies was to enable the researcher acquire a better understanding of the research problem by establishing the motivational patterns for non-managerial workers, as viewed by the workers themselves, rather than by their managers, the range of responses which might be expected to certain questions, and to establish the alternatives whereby Maslow's theory of motivation could be framed into the work situation of non-managerial hotel workers, by analysing responses obtained. Finally a measuring instrument was to be created from which responses could be statistically analyzed.

Ten non-managerial hotel workers were selected to take part in the study. They were called to the training room individually, where the training officer (of the hotel) and the researcher were waiting. The training officer introduced the researcher to each candidate, and explained the purpose of the exercise. During the interviews, the training officer posed the questions from his own copy of the questionnaire, and the researcher recorded the responses on a separate questionnaire form. Each candidate's responses were recorded on a different questionnaire.

Responses given were analyzed. Table 2 (pp.27) illustrates the

manner in which responses were analyzed. Columns I to IV contain information on the background of the individuals, columns V - IX show the numbers of points obtained under each need-area. Though there was a degree of difference in the ages, (4 different age groups, as shown in Table 2), a difference in the educational level (3 different categories), a difference in the place of birth, (7 different locations) a very high percentage (89%) of the subjects indicated that the affiliative area of need was the most important as a source of motivation.

Out of nine subjects, eight were married and one was single. The difference in that respect was negligible. A summary of the results therefore, show that the variations in the background factors did not cause any difference in the motivational patterns of the employee.

ANALYSIS OF RESPONSES OF 10 NON-MANAGERIAL EMPLOYEES INCLUDED IN PILOT STUDY

TABLE 2									
I PLACE OF BIRTH	II AGE YRS	III MARITAL STATUS	IV EDUCATIONAL LEVEL	V BASIC	VI SAFETY	VII AFFILIATIVE	VIII ESTEEM	IX SELF ACTUALIZATION	TOTAL
1 Lower Kabete	41	Married	Std 6	5	1	8	7	0	22
2 Kitui District	25	Married	Form 4	6	3	6	6	2	25
3 Mombasa	23	Single	Form 4	5	11	11	7	0	24
4									
5 Kisii	30	Married	Form 4	10	1	10	1	1	23
6 Kilifi	41	Married	Form 2	3	1	9	7	0	20
7 Nyeri	31	Married	Std 7	5	0	9	6	1	21
8 Bunyala	22	Married	Form 4	6	3	9	3	3	24
9 Busia	26	Married	Form 4	3	3	9	7	1	23
10 Bunyore	26	Married	Form 4	4	0	9	8	1	22
TOTALS				47	13	80	52	9	

TABLE 2 - SUMMARY OF RESULTS

- I 6 different areas (city culture/town life)
- II 4 different variations/degree not vast (great)
- III 3 different variations/slight (6:7)
- IV 2 variations

VARIATIONS IN BACKGROUND

- 1) Place of birth - 6 different areas of Kenya
- 2) Age - (i) 2 (41)  
(ii) 2 (30:31)  
(iii) 3 (25:26)  
(iv) 2 (22:23)
- 3) Educational Status - (i) 5 (4th form)  
(ii) 1 (2nd form)  
(iii) 2 (std 6: std 7)
- 4) Marital status - (i) 8 (married)  
(ii) 1 (single)

MOTIVATIONAL PATTERN

- 1) Need for affiliation highest in 8 cases
- 2) Need for esteem 2nd highest in 6 cases
- 3) Need for basic highest in 2 cases  
3rd highest in 6 cases (tied with affiliative)
- 4) Need for safety 4th highest in 5 cases

lowest in 2 cases

tied with self-actualization in 1 case

5) Need for self-actualization lowest in 4 cases

tied with safety in 2 cases

2nd lowest in 2 cases

The degree of variation in the background of the subjects does not reveal any differences in the motivational pattern.

Subsequently, the measuring instrument was re-designed, questions on the background being omitted. Secondly, it was realised that time needed to conduct and analyze responses from open-ended questions was not adequate. Nevertheless results obtained from the pilot study suggested that given more time for more careful planning of the questionnaire better results could be obtained from responses given in an open ended questionnaire. Consequently responses obtained from the open-ended questions were re-structured into statements as follows :

- 1) I would like to get more money for I feel I do a good job.
- 2) Better instructions should be given so that I know how much work I am supposed to do each day.
- 3) Misunderstanding among people in the department should be avoided.
- 4) My workmates are friendly and co-operative.
- 5) I like my job because I know what I am supposed to do.
- 6) I like to work with good tools.



- 7) I would like to learn more about my job.
- 8) I would like to use all the knowledge I have at my job.
- 9) I enjoy praise from my superior.
- 10) More difficult and different duties added to my job would make it interesting.
- 11) Competition with other companies is good when my company does better for I am assured of a job.
- 12) My boss harrasses me by telling me things I already know.
- 13) Putting in a good effort and doing much work is good.
- 14) Additional rewards given to me would encourage me in doing a better job.
- 15) I do not want to leave the company because the retirement benefits are attractive.
- 16) Our bosses should show more interest in us employees by sponsoring social events such as sports and informal gatherings after working hours.
- 17) It is important for me to show that I am proud of my work.
- 18) Security in a job is important.
- 19) It is important to have the freedom to talk to our highest bosses .
- 20) My boss should give me time to organize my work.
- 21) Good conditions and friendliness is important.
- 22) One good friend in the place of work is important.

The above statements were further refined so as to be more comprehensive in their representation of Maslow's needs. Each area

of need was represented by four statements (see Appendix A). This was to aid in the reduction of the bias there may have been in the previous questionnaire.

To pre-test the measuring instrument, the statements were to be responded to by more subjects. The forms were given to the training officer of the hotel to distribute to forty non-managerial workers. The researcher briefed the training officer on the format of the questionnaire. Each statement was read through to clarify any points which did not seem clear, and also that consistent interpretation of each statement could be maintained. The same procedure was adopted when the training officer was explaining the format of the questionnaire to each candidate. Adequate time was to be allocated for the completion of the questionnaire by the subjects. In this respect the researcher allowed two days before collecting the questionnaires from the training office. Thirty three completed forms were returned.

Scores for each subject, each question and each need area were computed. Table 3(pp 32) illustrates the total number of points obtained in each need area. The affiliative area of need was rated the strongest source of motivation (309 points) followed by the esteem area of need (275 points), the self actualization (249 points), the safety need area (225 points) and finally the basic area of need with 214 points. A different hierarchy of needs from that proposed by Maslow was indicated from the results obtained

TABLE 3

TOTAL NO OF POINTS OBTAINED IN EACH NEED AREA  
OF MASLOW'S HIERARCHY BY 33 SUBJECTS USED TO PRE  
TEST-MEASURING INSTRUMENT

					<u>TOTALS</u>			
<u>BASIC</u>								
Q1	+	Q6	+	Q11	+	Q16	=	
9	+	73	+	51	+	81	=	214
<u>SAFETY</u>								
Q2	+	Q7	+	Q12	+	Q17	=	
75	+	51	+	34	+	65	=	225
<u>AFFILIATIVE</u>								
Q3	+	Q8	+	Q13	+	Q18	=	
91	+	62	+	73	+	83	=	309
<u>ESTEEM</u>								
Q4	+	Q9	+	Q14	+	Q19	=	
54	+	71	+	61	+	89	=	275
<u>SELF-ACTUALIZATION</u>								
Q5	+	Q10	+	Q15	+	Q20	=	
57	+	73	+	45	+	74	=	249

Anova

Critical  $F_{15}^4 (0.05) = 5.86$

Observed  $F_{15}^4 = 16.27$

among non-managerial hotel workers.

An analysis of variance was computed to determine whether the hierarchy among non-managerial hotel workers was indeed different from the one proposed by Maslow. The results showed a difference between the two hierarchies, the critical  $F_{15}^4(.05)$  was 5.06, and the observed  $F_{15}^4$  was 16.27.

#### PROBLEMS ENCOUNTERED

One of the greatest problems encountered was in the area of obtaining precise or exact measures of the variables under examination, which could be easily analysed statistically.

A questionnaire with open-ended questions was constructed for the purpose, but it presented several difficulties. The precise measure desired could not be obtained rendering it difficult to apply any kind of statistical treatment. As stated previously, given more time for more careful planning, better results could be obtained.

It was not feasible to quantify needs on Maslow's hierarchy, and the best that could be done was to acquire a measure where the needs could be compared one with another by the use of a rating scale.

Although the scale utilized was carefully evaluated, personal bias and error should be considered when it comes to rating of any type.

A relatively larger percentage of the responses given were more positive than negative. This might have been caused by a response set on the part of the subjects where they elected to answer most of the questions in the same manner; positively. As stated earlier on, the measures obtained were employee estimates of motivational patterns which existed in the work environment at the time of study. These estimates revealed that there existed a different hierarchy among non-managerial hotel workers from the one proposed by Maslow.

Originally, performance of employees was to be included as a sixth variable. An attempt was to be made to determine whether there was a co-relation between performance and motivation. The rationale behind this was that efforts made by any organization to improve motivation of employees does so in the hope of increasing job performance, (production). A scale to objectively measure employee performance was not readily available and time needed to develop such an instrument was not adequate. As a result, this part of the study was deleted.

In view of the above, it is clear that more time is required for thorough investigation into the question of employee motivation, and that better results would be procured.

#### VALIDITY

As with other psychological measuring instruments, the problem of

validity is a basic one in the development of the rating (scale) procedure. It was important that the rating be valid, in the sense of being accurate assessment of the employee behaviour being evaluated. The scale employed in the present study was not claimed to be absolutely accurate, for there is no such thing as an objective accurate rating procedure. Rating in the present study was an estimate of the motivational patterns which existed in the work situation of non-managerial hotel employees. It was therefore possible to record the manner in which workers felt they were motivated at the time of the study.

An analysis of the responses given by the supervisors and their subordinates showed a strong correlation (7.53). Content validity of these ratings was determined by comparing them with ratings of supervisors of the same subjects. That is, certain supervisors were asked to respond to the statements as some of their subordinates would.

Other researchers have also found similar results using different instruments. It can therefore be stated that the rating measure utilised in the present study produced valid results.

#### RELIABILITY

The problem that always presents itself in the construction of a rating scale involving discreet categories concerns the number of

steps or standards to be employed. The best that can be done is to discover empirically the optimal number of steps for the scale.

Through careful evaluation of the numerous responses given in the pilot studies, it was determined that a representative rating scale with seven steps would cater of the variation in reponses and that the ease of rating using such a scale would present fewer difficulties to the subjects.

The rating scale employed in the present study can be termed reliable ( $\leq 8.27$ ), in that results obtained both in the pilot and the final study revealed a different hierarchy from the one proposed by Maslow. In both cases, the affiliative needs proved to be the strongest source of motivation.

The reason for employing the rating scale in the present study had been failure to develop or to find an objective technique for measuring the complex needs of the workers. Thus through subjective estimates, the rating scale made it possible to obtain a quasi-quantification of the motivational patterns of the non-managerial workers.

### CHAPTER 3

#### DESIGN, SAMPLING AND INSTRUMENTATION

##### INTRODUCTION

This chapter describes the design of the study, the sampling procedure, instrumentation, and a brief history of the hotels in which the study was conducted. The agreement between the Kenya Association of Hotel Keepers and Caterers, and the Domestic and Hotel Workers Union which governs the three hotels is also covered. The chapter also explains the method utilized to collect the data.

##### SAMPLING PROCEDURE/COLLECTION OF DATA

A sampling frame was established from which relevant data could be obtained. Names of as many hotels in Nairobi area were written on small pieces of papers, folded and put in a basket ready for random selection. From the hat, three hotels were randomly selected to be included in the final study.

In order to reduce bias in sampling, it was decided that subjects to be included in the study should be selected from those present during the time the researcher was interviewing in each department. Between one and three days were spent interviewing in each



department depending on the number of people there were.

The study was restricted to subjects who spoke Kiswahili and/or English. The possibility of having statements translated into numerous tribal languages was rejected on the following grounds; it was difficult to determine the number of statement forms needed for each interpretation and statement translation would have restricted the scope of the study which had to be completed within reasonable time, that is the time permitted by University Regulations. Moreover, knowledge of the Kiswahili and/or English language is a condition of employment. It was considered advantageous to conduct the research during the low season in the hotel industry, because there was a relatively small number of guests to be attended to, hence enabling workers to get sometime to take part in the study.

The sample consisted of 319 non-managerial workers from three hotels.

#### INSTRUMENTATION - LIKERT'S METHOD

According to Likert's method, subjects were asked to respond to each item in terms of a seven point scale defined by labels; strongly agree, agree, slightly agree, I don't know, slightly disagree, disagree and strongly disagree (see questionnaire Appendix A). According to this criterion, the more favourable a person's attitude, the more likely he should be able to endorse a favourable response to the items, and vice versa. The items were constructed

to ensure that ambiguous items as well as items which elicit responses based on factors other than attitude were eliminated.

In Likert scaling, each item is assumed to indicate either a favourable (+1), or unfavourable (-1) attitude, and responses are given on a seven point scale ranging from strong agreement (+3) to strong disagreement (-3). The attitude score is the sum of the above product for all questions (refer to Appendix B1).

Although it is usually assumed that there is a symmetry about zero when a favourable statement is converted into an unfavourable statement by the use of negation, the assumption may not always be warranted. However, it is generally accepted that across a large number of items, the errors will cancel out and the resulting attitude score will approximate the 'true' attitude score.

#### HOTELS STUDIED

##### HOTEL A

Hotel A is an organisation whose headquarters are in New York City, United States of America. The hotel began operations during April 1969. The first phase of the hotel had two hundred and twenty rooms, an addition of another two hundred and twenty being completed during 1978. The hotel can accommodate up to eight hundred and fifty guests. The number of foreign guests outnumbers that of the

local ones as far as occupancy is concerned, with only ten percent of the guests being local. The policy of the company comes from New York, and it is applied without much change. However for non-managerial workers, terms and conditions of work are covered in the agreement between the Kenya Association of Hotel Keepers and Caterers, and the Domestic and Hotel Workers Union.

#### HOTEL B

Hotel B began operations during 1904. It is a privately owned hotel which comes under the management of Block Hotels. Previously the hotel catered for Europeans only, and that policy did not change until Kenya attained independence in December 1963. The hotel can accommodate two hundred and fifty guests, and the number of foreign visitors outnumbered that of the local ones.

At the time of the study, the total population of employees was three hundred, however the number was reduced to two hundred and ninety-three workers following changes in the management's administrative policy. Like hotel A, the terms and conditions of work for non-managerial workers are covered in the agreement between the Kenya Association of Hotelkeepers and Caterers, and the Domestic and Hotel Workers Union.

#### HOTEL C

Hotel C is a privately owned hotel and is the smallest of the three

hotels included in the study. The building was put up during 1931 after the owner had managed to obtain enough funds from a kiosk he had been running previously. Operations of the hotel began shortly after completing the building in 1931. Unlike the other two hotels, it caters more for local than foreign guests, having catered for Europeans only during the colonial era. There are one hundred employees whose terms and conditions of work are covered in the same agreement that covers hotel A and B.

The agreement made between Kenya Association of Hotel Keepers and Caterers referred to as the 'Association', and the Domestic and Hotel Workers Union, referred to as the 'Union', seems to govern the motivational patterns of the non-managerial hotel workers interviewed. The agreement is reviewed every five years, and the necessary amendments are made.

In the agreement, the following terms and conditions of work are covered: engagement, appointment and probation; wages, hours of work, overtime, housing, warnings, termination of employment, redundancy, annual leave, maternity leave, sick leave, medical treatment, uniforms, acting appointment, public holidays, compassionate leave, temporary/seasonal employment, certificate of service, service charge, safari allowance and retirement benefits. In addition full shift work, night transport, change of classification and priority in engagement are also covered.

It further states that no employee already in service shall receive

terms and conditions of service subsequent to the signing of the agreement.

#### ENGAGEMENT, APPOINTMENT AND PROBATION

All persons engaged by the 'Association' are on probation in the first instance. The probationary period does not exceed two months duration, while for an employee who has been in the industry for at least one year, the probationary period is one month. During the currency of this term, the employment may be terminated by either party giving two days notice of termination in writing, or by payment of the equivalent amount of wages in lieu. On engagement, the employee is given two copies of a letter of appointment. He signs the original which he returns to the employer. The letter indicates clearly the job and wages offered. On successful

completion of the probationary period, the person engaged is automatically confirmed in his appointment, and is placed on monthly terms of the employer.

#### WAGES

Wage rates are negotiated and agreed upon between the 'Union' and the 'Association' as part of the agreement. However, the employer is always at liberty to pay wages at higher rates, at his own discretion in cases of outstanding ability.

HOURS OF WORK

Employees engaged as gardeners are not to work more than forty-eight hours spread over six days in any one week. Other employees are not to work more than fifty-four hours spread over six days in any one week.

OVERTIME

Overtime is paid at the rate of double time per hour for the time worked in excess of fifty-four hours in any week of six working days, or, in excess of sixty-three hours in any week in which the employee's rest day has been deferred.

HOUSING

Every employee who is not provided with free housing accommodation by his employer, is entitled in addition, to the basic minimum wage, as contained in the first schedule of the Agreement, to a housing allowance laid down by government wage regulations as to housing. This is published from time to time, and no employee is to receive a lower allowance after completion of this agreement than the amount already being paid.

WARNINGS

An employee who has worked and whose conduct is unsatisfactory and/or who commits an offence, which in the opinion of the employer does not warrant instant dismissal, is warned in writing.

#### TERMINATION OF EMPLOYMENT

After the completion of the probationary period, the employment is terminable by either party giving to the other one month's written notice, or by paying one months wages in lieu thereof. In cases where the employee has been with the same employer continuously for ten years and over, the notice of termination is two months. At the request of the employee, reasons for termination may be stated, provided that nothing shall prejudice the right of either party to terminate the employment summarily for lawful cause.

#### REDUNDANCY

In the event of redundancy, the following principles are applied; the union is informed in writing with at least one months notice, of the reasons for, and extent of the intended redundancy. The principle adopted is of last in, first out, in the particular category of employees.

#### ANNUAL LEAVE

An employee is entitled to twenty-four consecutive days paid

holiday, exclusive of public holidays, on completion of twelve consecutive months of service. An employee is also entitled to a travelling allowance of seventy five shillings when proceeding on annual leave.

#### MATERNITY LEAVE

A female employee who has completed twelve months continuous service with the company is granted leave of absence for the purpose of maternity, provided that such leave is not to exceed three months and is to be without pay. The employer makes a payment of one hundred shillings to the employee at the commencement of the maternity leave for medical expenses. On completion of three months leave, the employee returns to a post of equal seniority and rate of pay.

#### SICK LEAVE

After the completion of the probationary period, an employee is entitled to sick leave with pay, up to a maximum of twenty days, and thereafter to sick leave up to a maximum of twenty days with half-pay, and thereafter thirty days unpaid leave in each period of twelve months consecutive service. This leave is subject to the employee producing a certificate signed by a qualified medical practitioner or a person acting on his behalf in charge of a dispensary or medical unit covering the total period of absence.



#### MEDICAL TREATMENT

All employees covered by the agreement are provided with medical treatment by the employer, in the manner prescribed in the Employment of Persons (Medical Treatment) Rules 1951, or any amendment thereto. Where an employee in an emergency attends an approved private hospital or dispensary, then all expenses incurred are met by the employer.

#### UNIFORMS

In all cases where uniforms are necessary, the employer provides such uniforms including shoes and ties.

#### ACTING APPOINTMENTS

When an employee is required to act in a position of higher category for a minimum period of fifteen days, he receives the difference between his wage and the minimum salary for the acting category, providing that the employee who so acts accepts the full responsibilities and duties covered by the acting appointment.

#### PUBLIC HOLIDAYS

Employees are granted leave with full pay on all Gazetted Public

Holidays, provided they do not absent themselves from work without permission on the preceeding day, and report for duty on the following day.

COMPASSIONATE LEAVE

Upon application, an employee may be granted compassionate leave for a reasonable personal matter with or without pay at the discretion of the employer. Compassionate leave may be extended beyond the period granted originally, by the approval of the employer. If such leave has been granted with pay, it is deducted from the employee's annual leave entitlement.

TEMPORARY/SEASONAL EMPLOYMENT

The employer may employ persons on a temporary/seasonal basis, for a period not exceeding four months. Temporary/seasonal employment may only be offered for a genuinely temporary/seasonal purpose or project. Temporary employees are subject to the same terms and conditions as other employees.

CERTIFICATE OF SERVICE

On termination of employment for any reason, an employee is given a certificate of service. The certificate states the following particulars: full name of employee, date of engagement and

termination, wages on termination, and nature of the work done.

#### SERVICE CHARGE

The employer operates a service charge, and the money collected through the service charge is distributed to all employees on terms advised by the works committee, after consultation with the employees of the individual establishments.

#### SAFARI ALLOWANCE

An allowance of sixty shillings per day, is paid to drivers whose duties on any occasion may necessitate being away from their place of duty for periods in excess of twenty-four hours and where subsistence and accommodation is not provided. Where an employee incurs expenditure of more than sixty shillings, in any such period of twenty-four hours, reimbursement of such excess expenditure is made on production of supporting vouchers.

#### RETIREMENT BENEFITS

An employee who has attained the age of sixty years, (fifty-five in the case of a female) may be retired. On retirement or termination of services, the employee who has been in the service of the same employer, covering a period commencing prior to the introduction of the National Social Security Fund by the employer, is entitled to be

paid by the employer retirement benefit, in addition to sums due from the National Social Security Fund, of a sum equal to half of one months pay for each year of service prior to the introduction of the National Social Security Fund at the rate of pay applicable prior to joining the National Social Security Fund.

FULL SHIFT WORK

In cases where full shift work, that is a continuous nine hour duty is necessary, arrangements are made for a break in the working time, for a meal to be taken.

NIGHT TRANSPORT

Every employer will take such steps as are possible to provide transport, so that employees reach their respective places of accommodation with safety after late night work. Compliance with this provision would in certain circumstances be the subject of separate negotiations between the Union and the employer

CHANGE OF CLASSIFICATION

In cases where it is necessary to transfer an employee to a lower grade of employment without being able to continue the wage rate of the higher grade, then redundancy is declared in the original grade.

PRIORITY IN ENGAGEMENT

It is expected that in all cases of redundancy, the first consideration for re-employment will be given to those employees declared redundant when new opportunities arise for employment for which they may be considered suitable.

#### SUMMARY

As previously stated, the agreement discussed above applies to the three hotels included in the study.

In this study, a number of limitations are recognized against which findings were made. In the first place, not enough time was spent in each hotel to appreciate and experience in detail the human and technological problems which may be related to motivation. Although the method of obtaining information did not allow for exhaustive probing into the situation of each individual, it was realized that statements prepared after thorough investigation of the problem through pilot studies were adequate in eliciting responses which could indicate how an individual may be motivated by the different need areas on Maslow's hierarchy. The mode of measuring responses utilized in the study is a relatively new one for non-managerial workers in Nairobi, and even though modifications were made in the instrument so as to suit the Kenyan context, it may be that with the limited amount of time, subjects had to respond to the statements, and some of the subjects could have in some cases misunderstood the

concept of the measuring instrument, hence probably causing them to respond in a biased manner. Moreover, a number of subjects may have suspected the researcher as spying for management and therefore may have attempted to please her by responding not according to what they genuinely felt about each statement, but by responding in a manner they may have believed would satisfy the researcher and management.

It therefore cannot be claimed that the results constitute a model for motivating non-managerial hotel workers, for the scope of measuring can at best only permit a suggestion of events at the time, taking the circumstances into consideration. However, the responses given were to aid in indicating how needs on Maslow's hierarchy act as motivators and directors of behaviour for non-managerial hotel workers. It was hypothesized that a different hierarchy from the one proposed by Maslow will be revealed among non-managerial hotel workers.

## CHAPTER 4

### ANALYSIS AND DISCUSSION

#### PRESENTATION OF RESULTS

This chapter presents descriptive statistics such as total scores, means and standard deviations. A correlation matrix is also presented. As stated earlier, the aim of the study was to determine whether there exists a different hierarchy amongst non-management hotel workers (Nairobi), from the one proposed by Maslow. Maslow (1954) proposed that needs higher on the hierarchy do not become important as motivators, until needs lower on the hierarchy have been adequately fulfilled.

In this respect, it is expected that there should be a relationship between needs at the same level on the hierarchy.

From the results obtained, significant correlations occurred between needs higher and lower on the hierarchy. Whilst the highest correlation occurred between the esteem and self-actualization need (.532), the second highest correlation was between the 'safety' and the 'esteem' area of need (.528). The basic need area did not only have a high correlation with the safety need area (.512) but also with the self-actualization area of need (.486). (Refer to table IV on correlation matrix.

The table below illustrates the interdependence of the different levels on the hierarchy, in a correlation matrix.

TABLE IV CORRELATION MATRIX

	BASIC	SAFETY	AFFILIA TIVE	ESTEEM	SELF- ACTUALIZATION
BASIC	1.00				
SAFETY	.512	1.00			
AFFILIATIVE	.373	.482	1.00		
ESTEEM	.428	.528	.418	1.00	
SELF ACTUALIZATION	.486	.489	.449	.532	1.00

The results were obtained by computing scores for each subject, each question and each need area on the hierarchy. Table V. below illustrates the total score, mean and standard deviation for each of the need areas. The means were obtained by dividing the total score for each area by the number of subjects included in the study.

TABLE V MEANS AND STANDARD DEVIATIONS

AREA OF NEED	TOTAL SCORE	MEAN	STANDARD DEVIATION
BASIC	2341	7.34	3.76
SAFETY	1977	6.20	4.02
AFFILIATIVE	2634	8.26	3.30
ESTEEM	2465	7.62	3.47
SELF ACTUALIZATION	2178	6.82	4.09



The analysis revealed that the affiliative need-area was rated the most important or the strongest source of motivation for the subjects in question. It had a mean of 8.26, and a standard deviation of 3.30. This in effect means that statements constituting the affiliative need area, that is, statements 3, 8, 13 and 18 received more favourable than unfavourable ratings (see Appendix B1). There was greater agreement amongst the subjects in the manner in which responses were given to these statements. This was indicated by a relatively low standard deviation of 3.30. Values for statements ranged from (-6) to (+12). (Refer to appendix B2).

The 'esteem' need area was rated the second most important as a source of motivation. A mean of 7.62 and standard deviation of 3.47 are shown in the table V (pp.53). This area consisted of statements 4, 9, 14 and 19 and responses ranged from a minimum value of (-6) to a maximum value of (+12), as illustrated in Appendix B1.

The 'basic' need area, the most prepotent of all needs (Maslow) was rated the third strongest source of motivation closely following the esteem need area with a mean of 7.34 and a standard deviation of 3.76. The values for statement 1, 6, 11 and 16 ranged from (-6) to (+12). (see appendix B2).

The two areas of need indicated as comparatively less important as

sources of motivation were the 'self-actualization' and 'safety' need-areas.

The 'self-actualization' area of need was made up of statements 5, 10, 15 and 20 (see appendix B1). In rating these statements, the subjects showed less agreement in responses, as is illustrated by relatively high standard deviation of 4.09. This means that many more responses deviated from the mean than in the other areas mentioned earlier on. A mean of 6.82 was obtained. (refer to table V on pp.53).

Results also revealed that the 'safety' need-area was the least important as a source of motivation. Subjects did not consider the safety measures provided by their companies as more motivating than the attributes in the other areas of need. This was indicated by a low mean of 6.20 which was obtained from responses given to statement 2, 7, 12 and 17. A relatively high standard deviation of 4.02 was also obtained, (refer to table V on pp.53).

From the foregoing presentation of results, it is shown that there exists a different hierarchy of importance of needs for the non-managerial hotel workers, one which is different from the one proposed by Maslow.

These results lend support to the findings of the Hague study directed by Robinson Graham in 1972 & 1973, when a study was

conducted among workers of the then East African Posts & Telecommunications, East African Harbours and workers of the Cargo and Handling Services, and the study conducted by Yinon, Yoel, Bizman and Goldberg (1976) in Israel.

In order to determine whether the difference between hierarchy from the present study, and that proposed by Maslow was significant, a one way analysis of variance was computed. It was selected in order that all the need-areas would be computed in one single test. The results obtained revealed a significant difference at .05 (5%) level where the critical  $F_{15}^4$  was 2.37 and the observed  $F_{15}^4$  was 17.56. (see appendix B2 for calculation of analysis of variance). Basing judgement on the results obtained by the analysis of variance, a t-test was computed in order to determine exactly where the differences amongst the means lay. (refer to appendix B3). All the means were compared one with another, and the table below illustrates the degree of difference obtained between all the possible combinations. The 'basic' area mean was compared with the 'safety' 'affiliative' 'esteem' and 'self-actualization' means. The

'safety' need mean was compared with the 'affiliative' 'esteem' and the 'self-actualization' means; the 'affiliative' with the 'esteem' and 'self-actualization' means, and the 'esteem' need mean with the 'self-actuatlization' need mean.

In all the comparisons, a t-test was employed at the 0.05 (5%) significance level, for a two tail test, where the critical t was 1.96.

The results confirm to us that there indeed exists a different hierarchy amongst non-managerial hotel workers from the one proposed by Maslow, (refer to figure A and B below).

FIGURE A MASLOW'S HIERARCHY

FIG. B HOTEL WORKER'S HIERARCHY

SELF-ACTUALIZATION	SAFETY
ESTEEM	SELF-ACTUALIZATION
AFFILIATIVE	BASIC
SAFETY	ESTEEM
BASIC	AFFILIATIVE

The affiliative need area with a mean of 8.26 and a standard deviation of 3.30 became the most important of all the needs on Maslow's hierarchy. The order of the importance of the other needs was also altered as can be seen from figure B.

#### DISCUSSION

As inferred from the results presented, the proposed hypothesis that there will emerge a different hierarchy amongst non-managerial hotel workers from the one proposed by Maslow was accepted.

The 'affiliative' needs, the need for companionship, friendship, belongingness, love and affection were rated as the most important source of motivation. It may be that these subjects who may have been conditioned by aspects of an everchanging society, to move from

their traditional homes where they were always assured of fulfilling their affiliative needs, find that in a city environment, these needs were not readily fulfilled.

On the job therefore, their need for affiliation was reflected in the concern for friendly colleagues, opportunities for interaction with others, harmonious interpersonal relations, and concern for team membership so as to create an organizational family into which they could be accepted.

When favourable work conditions are maintained, employees are motivated to continue work, and specifically, employees reduce the tension of missing or being away from their families in the traditional homes which are extremely important for their existence, as they are part and parcel of these homes.

Subsequently the creation of an organizational family would be of considerable advantage to both the employer and the employees.

The fact that the safety need was shown to be the least important area of motivation suggests that these employees may have aspects peripheral to the work situation which provide better security measures than those provided within the work environment.

If this would be proved as absolutely correct, it would be consistent with this culture in that for many workers and especially

those of similar status to that of non-managerial hotel workers find security in their traditional homes, by owning a house and or a piece of land.

The correlation matrix indicated greater interdependence between those needs higher and lower on the hierarchy. A significant correlation between the safety and esteem suggest that an individual cannot be esteemed in his society (remembering that in this context he is not independent but part of a larger family unit) unless he has a house or a piece of land in the traditional home.

Subsequently one cannot feel self-actualized and esteemed until such time as he has been able to meet adequately the necessary basic requirements of his family, and in this context, the extended family, and has been able to provide security for them. Sufficient fulfilment of the above needs readily assures one of satisfying his affiliative needs. He will get the company, friendship, love and affection and acceptance from his family.

Once the individual moves to city or town employment, he will lack the association of his family and therefore attempts to maintain the status quo by looking for favourable sociable and friendly working environment, (a substitute for home).

In the preceding discussion, reasons have been supplied which will account for the motivational pattern among non-managerial hotel

workers. It is suggested that difference in terms of culture among the societies examined in the study may have a bearing on the findings.

One of the underlying factors of this study was to identify where areas of weakness might be in Maslow's model developed in the United States of America, and to adapt relevant methods of motivation for our own organizations in Kenya community.

The findings reveal that the most important need is the need which was rated as the strongest source of motivation for non-managerial hotel workers in Nairobi, the affiliative needs, the need for companionship, acceptance, friendship, belongingness, love and affection.

It follows that training and development strategies which are likely to be appropriate, are those which build upon co-operativeness and the development of good working relationships.

Basing judgements on the findings, there would be a good deal to be gained if there was investment in the development of supervisory skills oriented towards dealing with people rather than with the accomplishment of tasks.

#### RECOMMENDATIONS FOR FURTHER RESEARCH

Results obtained in the present study are encouraging, and

especially since it is suggested that there exists a different hierarchy amongst non-managerial hotel workers, from the one proposed by Maslow and confirmed in various studies, (Singh and Wherry (1963), Weaver (1970), Kerkhoven (1962), Belli (1971), Greenwood (1971) ). However this study should not be regarded as the end of the research in the particular area, but rather the beginning, for as it has been stated the results are suggestive rather than conclusive. Therefore further extensive and intensive research should enable us to make certain statements about motivation in the Kenyan community

- 1 Now that there is an awareness of classification of hotels, research in the industry should be more systematic. That is, sampling of hotels should be systematic rather than random.
  - A much more representative sample will be obtained if hotels selected represent the different classes
- 2 Research should be expanded to include hotels in other cities and towns in Kenya.
- 3 Factors such as age, educational background and position on the organizational hierarchy should be included as variables which could effect motivational patterns of an individual.



- 4 Since research in our society is an attempt to establish appropriate theories of motivation it should be extended to include other non-hotel industries.

Only after all the above recommendations have been considered will it be possible to make certain definite statements about motivational patterns in the Kenyan community.

#### CONCLUSION

In this study, the researcher concentrated on examining needs on Maslow's hierarchy which acted as motivators of behaviour for 319 non-managerial hotel workers. Maslow did not set up a theory of work motivation as such, but rather his theory could be utilized in designing motivational patterns for workers in any industrial setting. As stated in Chapter 1, when the nature of the need and of the incentive are such that obtaining the incentive satisfies and therefore removes the need, we speak of a motivating situation.

Respondents showed strong social commitments which lie outside their work situation, but which have an impact upon the motivational patterns in their work environment. The results suggest that for non-managerial hotel workers, the affiliative needs, the need for companionship, acceptance, belongingness, love and affection were more important as a source of motivation than any of the other need

areas on the hierarchy.

When an individual enters an industry, the driving force which propelled him there is fulfilled. A new driving force beginning with his employment should move in to dominate his behaviour and to motivate him to fulfil those human needs which are at the root of motivation itself. The needs which employees have should therefore be well understood so that the appropriate stimulus may be used to motivate them.

Results from the study reveal that co-operation amongst employees is important in motivating good performance.

It may be that greater understanding of man's behaviour will be gained if the affiliative needs could be classified as the basis for man's existence. In my view it is through affiliation with other human beings that one comes to learn that food and drink are important for sustenance of life, and it is through social conditioning that humans come to learn of all the other need-areas on Maslow's hierarchy.

The findings from the research conducted in the hotel industry should not only contribute to the effective development of the hotel organizations, but they should be adapted to contribute to the Kenyan society as a whole, that is, the community the organizations serve should be well placed to meet their individual needs far more effectively than utilizing a standardized international motivational programme, which is not sensitized to the special characteristics of the Kenyan community.

SUMMARY

In this study the researcher examined needs on Maslow's hierarchy which may act as motivators and directors of behaviour for the non-managerial hotel workers included in the study.

In chapter one, theoretical consideration and review of relevant literature was presented. In chapter two, a description of the pilot study, the process for selection of the measuring instrument, its validity and reliability were specified. Problems encountered were also spelled out. Chapter three described the sampling procedure, and the historical background of the three hotel where the research was conducted, and finally the agreement between the Kenya Association of Hotel Keepers and Caterers and the Domestic and Hotel Workers Union was described.

In chapter four, an analysis of the results was presented, after which there followed a discussion.

Finally, a tentative conclusion was given.

APPENDIX A

I am concerned about how employees in the hotel industry feel about their jobs, and therefore request you to answer a few simple questions. There are no right or wrong answers, but the true feeling of each employee is the best answer.

Below is a scale marked from -3 to +3. In answering each question, please select one of the points on the scale beside the question and encircle.

-3	-2	-1	0	+1	+2	+3
Strongly disagree	Disagree	Slightly disagree	Don't know	Slightly agree	Agree	Strongly agree

EXAMPLE

Increase in salary should be given to employees who do their jobs very well.

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

1 I should get more money if I do my job well.

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

2 I must be told in detail what I have to do everyday.

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

3 It is important to have friendly people in the place of work.

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

4. I feel good and work better when I am praised for what I have done

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

5. I would like to see different and more challenging duties added to my present job.

---

-3      -2      -1      0      +1      +2      +3

6. The room/area where I work should always be checked to see if it is in good order.

---

-3      -2      -1      0      +1      +2      +3

7. My company ought to do better than other companies in business so that I can be assured of keeping my job.

---

-3      -2      -1      0      +1      +2      +3

8. It is important that I get on well with my supervisor.

---

-3      -2      -1      0      +1      +2      +3

9. I should use all the knowledge I have, and do the best at my work.

---

-3      -2      -1      0      +1      +2      +3

10. I should give the best I can in everything I do in my job

---

-3      -2      -1      0      +1      +2      +3

11. I would do better if I was given rewards for what I individually do.

---

-3      -2      -1      0      +1      +2      +3

12. I do not want to leave because the company's retirement benefits are attractive.

---

-3      -2      -1      0      +1      +2      +3

13. A good company should sponsor social events after working hours.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

14. I feel good when I know I have done my best at my work.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

15. Showing that I have pride in my work is important

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

16. Good equipment is important in order to do a good job.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

17. It is important to me that I have a steady secure job.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

18. It is important to have friends among the people I work with.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

19. Having freedom to talk to our upper management is important to me.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

20. To be able to organize my work with as little supervision from my boss as possible is important to me.

---

-3	-2	-1	0	+1	+2	+3
----	----	----	---	----	----	----

APPENDIX BI

STATEMENTS CONSTITUTING THE FIVE NEED-AREAS

ON MASLOW'S HIERARCHY

BASIC	=	1	6	11	16
SAFETY	=	2	7	12	17
AFFILIATIVE	=	3	8	13	18
ESTEEM	=	4	9	14	19
SELF ACTUAL-IZATION	=	5	10	15	20

DISTRIBUTION OF RATINGS FOR THE TWENTY STATEMENTS IN THE QUESTIONNAIRE (APPENDIX A) THE NUMBER OF PEOPLE RESPONDING IN A CERTAIN MANNER.

Question  
Number

20	20	17	07	05	27	104	139
19	09	06	06	13	34	109	142
18	06	06	10	06	38	109	144
17	07	07	07	09	27	106	156
16	04	05	02	03	15	94	196
15	18	14	15	14	22	105	131
14	25	19	09	14	38	86	128
13	22	06	10	15	38	110	118
12	46	37	12	25	39	65	95
11	27	25	19	12	24	89	124
10	08	12	07	07	31	110	144
9	03	06	03	04	26	116	161
8	06	03	07	04	16	96	187
7	15	19	10	44	44	93	94
6	03	07	12	17	25	127	127
5	10	18	11	42	44	95	99
4	11	06	13	11	31	127	120
3	10	06	05	01	20	108	169
2	03	06	07	14	41	124	124
1	18	26	07	05	26	116	121
	-3	-2	-1	0	+1	+2	+3



APPENDIX B2

STATISTICAL ANALYSIS

CONSTANT	MEAN	MINIMUM VALUE	MAXIMUM VALUE	STANDARD DEVIATION
BASIC	7.34	-9	12	3.76
SAFETY	6.20	-9	12	4.02
AFFILIATIVE	8.26	-6	12	3.30
ESTEEM	7.62	-6	12	3.47
SELF-ACTUALIZATION	6.82	-7	12	4.09

ANALYSIS OF VARIANCE

TOTAL PER EACH NEED-AREA

BASIC	SAFETY	AFFILIATIVE	ESTEEM	SELF-ACTUALIZATION
2341	1977	2634	2430	2178

Total sum of squares SST  $\equiv \sum \sum (x_{ij} - \bar{x} \dots)^2$

Within sum of squares SSW  $\equiv \sum_{j=1}^r \sum_{i=1}^{n_j} (x_{ij} - x_{ij})^2$

SSA  $\equiv \sum_{j=1}^r \sum_{i=1}^{n_j} (\bar{x} \dots_j - \bar{x} \dots)^2 \equiv \sum_{j=1}^r n_j (\bar{x} \dots_j - \bar{x} \dots)^2$

SST = 18912.44

SSW = 19007.94

SSA = 839.52

T = 11468

$\bar{x} \dots = 7.21$

SUMMARY

SST has (N-1) df

SSW has (N-K) df

SSA has (K-1) df

eg SST 18912.44 df (SST) = (N-1) = (1595-1)

$$MST = \frac{SST}{df(SST)} = \frac{18912.44}{1594} = 11.86$$

$$MSA = \frac{SSA}{df(SSA)} + \frac{839.52}{4} = 209.88$$

$$MSW = \frac{SSW}{df(SSW)} = \frac{19007.94}{1590} = 17.95$$

$$F_{15}^4 = \frac{MSA}{MSW} = \frac{209.88}{11 \frac{1}{2}} = 17.56$$

Critical F at 5% level is  $F_{15}^4 (.05) = 2.37$

Observed  $F_{15}^4 = 17.56$

APPENDIX B3

MULTIPLE COMPARISON OF MEANS

T-TEST AT .05(5%) SIGNIFICANCE LEVEL

$$t = \frac{\bar{x}_1 - \bar{x}_2}{SE(\bar{x}_1 - \bar{x}_2)} \qquad t = \frac{7.34 - 6.20}{0.215} = 5.30$$

$$t = \frac{\bar{x}_1 - \bar{x}_4}{SE(\bar{x}_1 - \bar{x}_3)} \qquad t = \frac{7.34 - 8.26}{0.221} = 4.16$$

$$t = \frac{\bar{x}_2 - \bar{x}_4}{SE(\bar{x}_1 - \bar{x}_4)} \qquad t = \frac{7.34 - 7.62}{0.216} = 1.29$$

$$t = \frac{\bar{x}_1 - \bar{x}_5}{SE(\bar{x}_1 - \bar{x}_5)} \qquad t = \frac{7.34 - 6.82}{.222} = 2.34$$

In the above expression the basic need-area mean was compared with the 'safety' 'affiliative', 'esteem' and 'self-actualization' need mean.

$$t = \frac{\bar{x}_2 - \bar{x}_3}{SE(\bar{x}_2 - \bar{x}_3)}$$

$$t = \frac{6.20 - 8.26}{0.210} = 9.80$$

$$t = \frac{\bar{x}_2 - \bar{x}_4}{SE(\bar{x}_2 - \bar{x}_4)}$$

$$t = \frac{6.20 - 7.62}{0.204} = 6.96$$

$$t = \frac{\bar{x}_2 - \bar{x}_5}{SE(\bar{x}_2 - \bar{x}_5)}$$

$$t = \frac{6.20 - 6.82}{0.315} = 1.96$$

The 'safety' need area mean was compared with the 'affiliative', 'esteem' and 'self-actualization' need mean.

$$t = \frac{\bar{x}_3 - \bar{x}_4}{SE(\bar{x}_3 - \bar{x}_4)} \qquad t = \frac{8.26 - 7.62}{.204} = 3.13$$

$$t = \frac{\bar{x}_3 - \bar{x}_5}{SE(\bar{x}_3 - \bar{x}_4)} \qquad t = \frac{8.26 - 6.82}{0.22} = 6.54$$

The 'affiliative' mean was compared with the 'esteem' and 'self-actualization' need mean.

$$t = \frac{\bar{x}_4 - \bar{x}_5}{SE(\bar{x}_4 - \bar{x}_5)} \qquad t = \frac{7.62 - 6.82}{.217} = 3.68$$

The 'esteem' need mean was compared with the 'self-actualization' need mean.

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