

**THE ROLE OF EXTRINSIC MOTIVATION IN EMPLOYEE-DRIVEN  
PUBLICITY STRATEGIES: A CASE OF OPPORTUNITY INTERNATIONAL  
SAVINGS LIMITED**

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**JUNE 2017**

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**A DISSERTATION SUBMITTED TO THE CHRISTIAN SERVICE  
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## STATEMENT OF AUTHENTICITY

We do hereby declare that this project report is the result of our own original research, except for sections for which references have been duly made, and that to the best of our knowledge, no part of it has been presented to this University College or any other institution for the award of a degree.

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## SUPERVISOR'S DECLARATION

I.....have supervised the conduct of the research/project and the report preparation indicated above by the students listed above and **AUTHORIZE** the submission of the report for final examination.

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## **ABSTRACT**

There is increasing demand by organizations to engage employees in publicity strategies in addition to existing marketing strategies. This has necessitated the need to explore the role of motivation in this process. The purpose of the study was to assess the role of extrinsic motivation in employee publicity integration with a special focus on Opportunity international Savings Limited (OISL), which is a non-banking financial institution based in Ashanti Region. The objectives of the study was (1) to determine the role of motivation in employee-driven publicity strategies; (2) to establish the role of extrinsic motivation in employees publicity integration and (3) To explore the scope of extrinsic motivational factors in integrating employees in publicity strategies. The qualitative method of research was used and unstructured in-depth interview guide was used to collect data from 20 out of 80 employees of OISL. The study found that motivational in general and extrinsic motivation in particular has significant role in urging employees to engage in publicity strategies. The study recommends that extrinsic motivation must be formally instituted and clearly explained to all levels of employees periodically; 2) there is the need for periodic review of established extrinsic motivation packages; 3) employees as stakeholders must be encouraged to contribute to the resources needed for extrinsic motivation activities and 4) above all, organizations must consider sustainability in designing and implementing any extrinsic motivation factors in era of competitiveness.

## **DEDICATION**

We dedicate our work to God and to all our family members especially the two children Jayden MelinawoHlorwu and AzielOppongKyekueku Jnr, who came into this world during the study.

## **ACKNOWLEDGEMENT**

We thank God, first of all for the gift of life and the grace to go through our four year programme. Again, our heartfelt appreciation goes out to our families and sponsors for their diverse support to our university study.

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## CHAPTER ONE

### INTRODUCTION AND BACKGROUND TO THE STUDY

#### 1.1 Background to the Study

Motivation is a psychological factor that directs employees' behaviour towards the desired goal of an organization and enables the employees positively contribute to improve performance (Jones & George, 2008). In the banking industry, there is a relationship between employee motivation and employee performance. Major factors that constitute employee motivation in the industry and have much impact on their perceived performance are the use of intrinsic rewards (Qayyum, 2012). In moving employees to contribute more effort to improve performance, both extrinsic and intrinsic factors play effective roles. In the industry, employee performance is influenced by both intrinsic and extrinsic rewards. The intrinsic and extrinsic factors energize the employees to work hard to improve performance (Qureshi, Shanu, & Kashif, 2009).

Ryan and Deci (2000:60) indicated that "extrinsic motivation is a construct that pertains whenever an activity is done in order to attain some separable outcomes." An employee may be extrinsically motivated and may direct behaviour towards performance as a result of an external regulation that provides integrated rewards perceived through self-examination in meeting specified needs or values (Kamery, 2004).

Traditionally, incentive used by employers to motivate their employees include salaries/wages; direct financial benefits such as pensions, life insurance packages,

allowances, and subsidies; indirect financial benefits such as meals (subsidized), scholarship for further studies, free transport services, free accommodation, and free clothing. Other extrinsic rewards include flexible schedules; holidays, study leave, vacation, and maternity leave; amenities, access to loan facilities, etc. Feedback, coaching, and mentoring are other extrinsic rewards that the banks use to motivate their employees (UNDP, 2006). The provision of performance feedback that is positive directs behaviors towards improvement in performance (Zhou, 2003, Guo, et al., 2014).

Organizational practice that is highly related to performance is gaining high commitment of the employees (Taylor & Taylor, 2011). In discussing performance, a distinction can be made of in - role (or task) performance and extra - role (or contextual) performance. Task performance is a performance relating to an individual employee's assigned role and constitutes part of the job description (Lyons, Duxbury, & Higgins, 2006). Extra-role or contextual performance is related to the employee's activities in supporting or in cooperation with other employees in the same organization to help improve the overall job performance of the organization (Gyamfi, 2012)

One strategy for reaching higher goals and development is motivation. Employees are motivated to render quality service and effectiveness which means that motivation is a key factor for progress within an institution or organization. A profound knowledge of motivation and its meaning is therefore essential for success of the institution (Paré 2001). Motivating employees is essential for the achievement of organizational goals.

## **1.2 Statement of Problem**

Motivation is about giving your staff the right mixture of guidance, direction, resources and rewards so that they are inspired and keen to work in the way that you want them to (Ludhans, 1992). Staff members are one of the most valuable assets. Motivated employees are more likely to stay and help build your business. Retaining motivated staff builds your business and also reduces the cost of recruitment and training.

UNDP Report (2006) on motivation and performance assert that traditionally, many employers use factors such as salaries, recognition, or sanctions to push employees to increase performance. The question of whether the employees perform as a result of how they are motivated arises (Dwomo, 2012). Although human resources and operations are intimately tied to each other in virtually all business scenarios, the impact of employee attributes on operations systems has remained largely unexplored. To bridge the gap in knowledge this study aims at assessing the role of extrinsic motivation in employee publicity integration.

## **1.3 Purpose of the Study**

The purpose of the study is to assess the role of extrinsic motivation in employee publicity integration.

## **1.4 Objectives of the Study**

1. To determine the role of motivation in employee-driven publicity strategies.
2. To establish the role of extrinsic motivation in employees publicity integration.

3. To explore the scope of extrinsic motivational factors in integrating employees in publicity strategies.

### **1.5 Study Questions**

The following research questions will be used to guide the study

1. What is the role of motivation in employee-driven publicity strategies?

2. What is the role of extrinsic motivation in employee-driven publicity?

3. What is the scope of extrinsic motivational factors in employees-driven publicity?

### **1.6 Significance of the Study**

The research work will serve as a policy shaping document for the institution and other public sectors set up to improve its human resource related problems, since organizations are battling over appropriate ways of encouraging workers to improve work output. This research will also bring to light factors or untoward conditions that de-motivate workers from putting up their best in the fulfilment of the institution's publicity activities. The study will also extend the literature on publicity activities and thus, contribute to the growth of public relations as a field and practice.

### **1.7 Definition of Key Terms**

#### ***Motivation***

According to Dubin (2002), "Motivation is the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action and continues in the course of action already initiated. The researchers define the concept of "motivation" as the way a person is enthused at work to intensify

his/her desire and willingness to use his/her energy for the achievement of organization's objectives.

### ***Extrinsic Motivation***

Extrinsic Motivation is defined as “a construct that pertains whenever an activity is done in order to attain some separable outcomes” (Ryan & Deci, 2000:60). It is experienced when employees give off their high effort to perform as a result of rewards received from external factors. The Researchers explains that Extrinsic Motivation stems from work environment external to the task and is usually applied by someone other than the person being motivated. Pay, fringe benefits, company policies and various forms of supervision are examples of extrinsic motivation.

### ***Employee***

The researchers define employee as a person who is hired and motivated to provide services to a company on a regular basis in exchange for commensurate compensation.

### ***Publicity***

The researchers define publicity as a promotional way a company adopts in marketing or informing the general public about their goods and services.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

This chapter examines the relevant literature from works that have already been done on the topic. The literature review is structured in the following form: Introduction, concepts and nature of motivation, stakeholder theory and the role of extrinsic motivation in the integration of employee driven publicity strategies.

#### **2.1 Review of Related Studies on Motivation**

##### *2.1.1 The Concept of Motivation*

Ifinedo (2003) demonstrates that a motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals. All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization's context within which they carry out that work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management.

Dubin (2002) defines motivation as “the complex of forces starting and keeping a person at work in an organization. Motivation is something that puts the person to action, and continues him in the course of action already initiated”. Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization’s objectives.

Motivation is a complex phenomenon, which is influenced by individual, cultural, ethnic and historical factors. Motivation can be defined as “a series of energizing forces that originate both within and beyond an individual’s self and these forces determine the person’s behaviour and therefore, influences his/her productivity” (Jackson, 1995). According to De Cenzoet. al. (1996), people who are motivated use a greater effort to perform a job than those who are not motivated. In other words, all thinkable factors of physical or psychological aspects that we interact with leads to a reaction within our self or of the entire organization.

Motivation involves a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviours (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both. For example, Gottfried (1990:525) defines academic motivation as “enjoyment of school learning characterized by a mastery orientation, curiosity, persistence, task-endogeny and the learning of challenging, difficult, and novel tasks.” Turner (1995:413) considers motivation to be synonymous with cognitive engagement, which he defines as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring.”



### *2.1.2 Extrinsic Motivation in Perspective*

When a person is extrinsically motivated, the person is driven to perform his or her task because it leads to some separate consequence (Deci& Ryan, 2008). For a person to be extrinsically motivated then an instrumentality between an activity and some separate reward is required. This means that motivation is derived not from the activity itself, but rather from the extrinsic consequences to which the activity leads (Gagné&Deci, 2005). In essence “the clearest examples of extrinsically motivated behaviours are those performed to obtain a tangible reward or to avoid a punishment”(Deci& Ryan, 2008:15). The tangible rewards here can either be of a financial, material or a social character, all having in common that they originate from the environment.

Extrinsic motivation is most often associated with the engagement in activities because they lead to desirable consequences separate from the activity such as tangible rewards. Hence, the behaviour is a means to an end and not involved in for its own sake (Deci, 1972; Lepper et. al., 1973; Skinner, 1974; Bandura, 1977; Flora, 1990; Cameron & Pierce, 1994; Gagné&Deci, 2005).

### *2.1.3 Related Studies*

A study by Garcia et al. (2012) identified that perceptions of promotion systems affect organizational justice and job satisfaction. Likewise, Koch and Nafziger (2012) specified that promotions are desirable for most employees, only because they work harder to compensate for their “incompetence”. As a result, promotion at regular interval of time has an optimistic approach behind and they are generally given to satisfy the psychological requirements of employees in the organization.

Yoon and Suh (2003) showed that satisfied employees are more likely to work harder and provide better services via organizational citizenship behaviours. Employees who are satisfied with their jobs tend to be more involved in their employing organizations, and more dedicated to delivering services with a high level of quality. Previous research has also suggested that loyal employees are more eager to and more capable of delivering a higher level of service quality (Loveman, 1998; Silvestro& Cross, 2000).

Employees, however, are human beings, not robots; therefore inconsistencies in the performance of tasks are inevitable causing variation in the outcomes delivered (Rafiq& Ahmed, 2000). As consistency is a crucial element of effective brand management, employees need to comprehend the appropriate behaviour or actions to exhibit when interacting with consumers and these should be based on the brand's core values.

With the increasing emphasis on ensuring consistency between the projected brand image and consumer's own perceptions of the brand (Bachman, 2001), the role of employees, as representing a source of customer information (Harris & de Chernatony, 2001), needs to be considered. Employees constitute the interface between a brand's internal and external environment and can have a powerful impact on how consumers perceive the brand and the organisation (Schneider & Bowen, 1985; Balmer& Wilkinson, 1991, Harris & de Chernatony, 2001; McDonald et. al., 2001). It is therefore essential that employees' behaviour is consistent and, thus, reinforces a brand's advertised benefits. If inconsistent, the credibility of the brand will be undermined (Samli&Frohlich, 1992). As well as providing an interrelated and comprehensive network of consumer perceptions, the brand also plays an important

role in providing a central focus for all employees (McDonald et. al., 2001). As organizations seek to project a consistent image of their brand to consumers, it is necessary for all employees involved in the provision of the product or service (not just the employees with the customer interface) to be aware of their marketing responsibilities (de Chernatony&Riley, 1997; Simoes&Dibb, 2001). This marketing responsibility of all employees gives rise to the term Part Time Marketers as coined by Gummesson (1991).

As Stipek (1996) explains, the limitations of extrinsic reinforcement led to the development of new approaches to motivate people, including cognitive behaviour modification (CBM). This approach recognizes that the effects of reward contingencies are mediated by cognitive variables, such as verbal ability. Thus, the goal of CBM is to change overt behaviour by manipulating cognitive processes. Under this approach, students take more responsibility for their own learning by monitoring their behaviour, setting goals, deploying metacognitive strategies, and administering their own rewards. Giving students such control over their own learning is believed to result in maintenance of learning behaviours over time, the transfer of learning behaviours to new contexts, and more independence in the exercise of such behaviours. There are, however, several disadvantages to this approach, including the fact that in empirical studies, researchers observed children “cheating,” either by setting low performance standards for themselves or rewarding themselves undeservedly (Speidel& Tharp, 1980; Wall, 1983, as cited in Stipek, 1996).

Deci et al. (1999) meta-analysed 128 studies that documented the effects of extrinsic rewards on intrinsic motivation represented by free-choice behaviour and self-reported interest in the activity or task. The authors found that the use of extrinsic

rewards significantly affected free-choice behaviour, with an effect size of -0.24. There was no significant effect on students' self-reported interest. Thus, when students received extrinsic rewards in exchange for task participation, they were less likely to persist in the task once the reward conditions were removed, although their levels of self-reported interest did not decline. Overall, the authors concluded that the negative effects of tangible rewards were more dramatic for children than they were for college students. The effect of such rewards varied depending on the type of reward (i.e., whether it was tangible or intangible) and the context in which the reward was given. Such moderators have implications for the types of rewards that should (or should not) be used in schools, as well as the instructional contexts in which they should (or should not) be provided.

Bagozzi (1992) proposed that individuals typically engage in activities because of a desire to achieve certain outcomes. Accordingly, if an individual's appraisal of an activity indicates that the person has achieved the planned outcome, then "desire-outcome fulfilment" exists and an effective response follows, leading to satisfaction (Gotlieb et al. 1994).

## **2.2 THEORETICAL FRAMEWORK**

### *2.2.1 Stakeholder Theory*

One often reads in the literature that firms must be "managed" not only "for shareholders" but, more generally, "for stakeholders" (Freeman 2008; 2007; Harrison et al., 2010); or that they must "create value for all stakeholders" (Post, Preston, & Sachs, 2002); or even that they must "create the greatest possible value for all stakeholders" (or for some category of stakeholders, such as employees or consumers).

The stakeholder theory is a theory of organizational management and business ethics that addresses morals and values in managing an organization. It was originally detailed by R. Edward Freeman in the book *Strategic Management: A Stakeholder Approach*. This book identifies and models the groups which are stakeholders of a corporation, and both describes and recommends methods by which management can give due regard to the interests of those groups. In short, it attempts to address the “principle of who or what really counts”.

Freeman argues that the duty of managers within a corporation is not to “shareholders” or “stockholders” (i.e. people who own shares of the corporation, and stand to gain financially from it), but rather to what he calls “stakeholders”. He added that a stakeholder of a business is someone who has ANY stake whatsoever in the goings-on of a business. This means that ANYONE AFFECTED by the actions of that business has a stake (an interest) in what that business does. So, this includes not only shareholders, but also employees, customers, suppliers, and often even the entire community.

This theory points out that people who own stock in a business are NOT the ONLY people who stand to gain or lose something when businesses make decisions. For, each business’s decisions will potentially affect the well-being of MANY more people than just the stockholders (for instance, businesses often regularly affect the well-being of their employees, their customers, and the community as a whole). So, each business’s obligations are to ALL of those people. Consider what is at stake for each of the following groups of people:

1. Stockholders: Their money is at stake. Those who own shares of stock in a company stand to lose money if that business does poorly.

2. Employees: Their jobs, and therefore their very livelihood, is at stake. Additionally, their well-being is at stake. Those who work for a company stand to lose their source of income if a business does poorly. If the business treats their employees poorly, or puts them in danger, they also stand to lose their well-being or happiness.
3. Suppliers: Their money, and their success or failure are at stake. If the company that a supplier sells their supplies to does poorly, then the supplier will also do poorly.
4. Customers: Their needs and their well-being are at stake. For instance, depending upon how a business is run and what products they offer, the needs of the customers will or will not be met. Additionally, if a business engages in immoral practices such as false advertising or selling hazardous or defective products, the customers may be harmed by this.
5. The Local Community: The economic and personal well-being of the members of a local community are at stake. Communities receive tax money and the availability of jobs due to the presence of local businesses. Additionally, other factors surrounding local businesses may affect the local community. For instance, if a local business is polluting the local water supply, or negatively affecting the air quality with pollutants, then the local community stands to suffer because of this. On the other hand, if local businesses spend money to fund local parks, day-care services, etc., then the community stands to benefit even further from the presence of that business.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This section deals with the methodology used for the research. It looks at the methods of data collection, research population, sample size, method of sampling and the profile of the study location. As a means of gathering adequate information for the study, the researchers locate a study area for the research within which the research is designed and the sample frame consequently selected. Through this, a sample size and a sample procedure will also be determined as well as the types of instruments for collecting the data.

#### **3.2 Research Method**

The study used qualitative approach to enable the researchers gather in-depth information and knowledge about how employees are integrated in publicity activities. Denzin and Lincoln (2000) explain that qualitative research involves an interpretive and naturalistic approach. “This means that under qualitative approach, researchers study things in their natural settings, attempting to make sense of or to interpret phenomena in terms of the meanings people bring to them.

#### **3.3 Research Design**

The study used exploratory design as a new area of inquiry. Davies (2006) defines exploratory research as a methodological approach that is primarily concerned with discovery and generating as building a theory. Exploratory design also satisfies one’s curiosity for the better understanding of phenomena. The main aim of exploratory

design for this study was to assess the role of extrinsic motivation on employee publicity integration.

### **3.4 Population**

The population of the study included the Ashanti Regional branch of the Opportunity International Savings Limited (OISL) which is a non-financial institution based in Ghana. The next section provides details about profile of the selected institution.

#### *3.4.1 Profile of Opportunity International Savings Limited*

Opportunity International Savings Limited is a non-bank financial institution licensed by the Central Bank of Ghana to operate in savings and loans. We serve micro and small entrepreneurs with small loans, deposits, and other financial services in the Greater Accra, Ashanti, and Brong Ahafo Regions of Ghana.

Opportunity International Network is an ecumenical Christian economic development organization with 42 partners operating in Africa, Asia, Europe, Latin America and North America. The shareholders are committed to reaching the greatest number of people in order to transform their live and have a lasting impact on their families, their communities, and society at large. The core values of OISL are: Commitment, Humility, Respect, Integrity, Stewardship and Transformation. The OISL has this vision: “Our vision is a world in which all people have the opportunity to achieve a life free from poverty, with dignity and purpose.”

### **3.5 Sampling**

OISL has a workforce of 80 in the Ashanti Region. Out of the number, a purposive sampling technique, which is a non-probability sampling technique was used to select



20 employees across the different levels of employment based availability and willingness to participate in the study. According to Rubin, Rubin and Piele (2005), non-probability sampling enables the researcher to explore certain relevant and accessible artefacts for more in-depth analysis.

### **3.6 Data Collection Instruments and Process**

The study used an interview guide to collect data from 20 employees of OISL. The unstructured interview guide contained a total of 10 probing questions. The questions were used to obtain information on opinions, views and suggestions from the selected employees of OISL. According to Boyce and Neale (2006), in-depth interview is a qualitative research technique that involves conducting intensive individual interviews with a smaller number of participants to explore the expertise of a particular idea or situation.

The face to face structured interview was carried out by four members of the research team. Three visits were made to the three offices of the OISL in Kumasi. Due to the nature of the business of OISL, it was expected that access to the respondents was going to be challenging because of their busy schedule. So available staff were interviewed per each visit so as not to disrupt normal activities. Each available staff was interviewed for averagely 10 minutes. It is important to put on record that the interviews were recorded using mobile phone recorders to facilitate data analysis.

### **3.7 Data Analysis Plan**

Data collected was analysed using the inductive approach. First, the data collected was transcribed using the Microsoft Word software; second all the common responses to the itemised questions were grouped and third, key themes were sampled and presented (See Chapter 4).

### **3.8 Ethical Consideration**

The consent of the management of the OISL was sought to facilitate the collection of data. An introductory letter was sent to the employees and willing employees were freely interviewed. Researchers will make copies of the final project work available to the OISL. To protect the anonymity of the respondents, their names were not integrated in the discussion of the findings in chapter four.

### **3.9 Summary**

This chapter focused on the research methodology used in this study. The next chapter presents the findings of the study as per the objectives of the study.

## CHAPTER FOUR

### PRESENTATION OF FINDINGS

#### 4.1 Introduction

This chapter discusses the findings of the interview of the 20 employees of Opportunity International Savings Limited per the objectives of the study.

#### 4.2 The Role of motivation in the Integration of employees in publicity

The following questions were asked to probe into the above objective:

1. *In your opinion, do you think all levels of employees have a duty to promote their organizations? If yes, please explain your response*
2. *What is your understanding of the concept of motivation?*
3. *Does motivation play any role in engaging employees in publicity activities?*
4. *Which level of employees (e.g. management, middle level managers, lower level employees) need to be motivated and why?*

To achieve the above objective, four (4) questions were used by the researchers. The respondents were asked to explain whether they think or otherwise, that is the responsibility of employees to promote their organizations. The response from all the 20 employees were positive “yes”. Some of the important explanations that were given are as follows: “It is the business that pays me... it is the business that you get something out from it”; “Yea all employees in the various institutions have a duty to promote their organization and that is the reason why they were employed”; “Yes because I think employees are stakeholders who have interest in an organization and before an organization grows, everybody has a role to play”. The second question was meant to explore the understanding of the respondents of the concept of motivation. Interesting views were provided including the following: “I think it is something to

enhance the employee to feel at home, to feel working. If you are really working and you feel motivated...at times when you talk of motivation the only thing that comes into the mind is monetary things". Another had this to say: "anything that drive the person to do more. Some people when you motivate them financially, they will appreciate it; anything that would drive them therefore you need to know what motivates your employees". Two key ideas emerged from the submissions of the respondent on what motivation is. The first dominant idea was about the classical definition of motivation and the second less dominant idea was about the 'general' understanding of motivation which is, appreciation. However, the most significant issues is that all the employees had some idea about what constitute motivation. Their understanding of motivation was critical because in some sense, it impacts their connection between the two variables of the study-motivation and publicity which will be explored later in this study. In relation to the first objective, the respondents were asked to comment on the substantive issue, does motivation play any role in engaging employees in publicity activities? The responses given were in the positive as some of the respondents explained: "motivation plays a vital role. There are so many people working in different positions and each of them have their own motivation. Motivation will make me go the extra mile". Another said, "To be honest, we work for money. If I know that at the end of the day or the period I will be motivated, I will do more". Another insightful view: "very well because if you are working and you are not motivated, that is what former President Kuffuor said, 'you pretend to work and we pretend to pay you'." Another viewed expressed by two of the respondents was that it was absolute that motivation has a role to play in engaging employees in publicity activities. One respondent noted: "Well it is not directly; you don't have to be motivated to publicize your organization but in a way it plays a role.

Motivation doesn't come in monetary terms only; it is painful when you give your all out and people don't appreciate it." These views express that motivation largely has a role to drive employees to do publicity.

The final question in relation to the first objective was to ascertain the level of employees who needed to be motivated in their publicity engagements. Two key views emerged – those of the opinion that all levels of employment including management need to be motivated. Some of the supporting opinions were: “since all employees are stakeholders and expecting from the organization, every level must be motivated”; “all must be involved and motivated to work more than our competitors”; “I think all the levels need to be motivated because each level has its own duties to the organization be it the security, loading guys or even the board of directors”. These and other more views represent the school of thought that says that all levels of employees must be motivated. The second view: “we are more important but the lower level [employees] will have to be motivated more because the top management and the middle level management provide support, the lower level employees are the ones who do the real job”.

#### **4.3 The role of extrinsic motivation in employee publicity integration**

- 1. Can you express your opinion on the difference between intrinsic and extrinsic motivation?*
- 2. Should employees be motivated extrinsically and how?*

The study was mainly about the role of extrinsic motivation in employee publicity intrinsic motivation... that was the thrust of the study hence the understanding of the respondents' on the concept of intrinsic motivation was done. A sizeable majority of the respondents were able to distinguish between the two concepts – extrinsic and

intrinsic motivation. Based on that understanding of extrinsic motivation, they were subsequently asked to respond to the second related question, should employees be motivated extrinsically and how? The responses were straightforward! Some of the views expressed include: “more bonuses, I need bonuses”; “Yea, if you are not motivated, it takes probably 1 out of 100 to still to do the work”; “I believe that everybody has a necessity-their needs and some of them are outward needs like increase in salary, dress allowance . . .”; “It is a big yes. It will revive the intrinsic motivation”. This leads to the next objective which was to explore the scope of extrinsic motivation.

#### **4.4 The scope of extrinsic motivation**

- 1. What individual extrinsic motivation factors can be suggested to the management of organizations to promote the engagement of employees’ in publicity strategies?*
- 2. What challenges do you foresee and how can they be addressed?*

Several suggestions on extrinsic motivators were made including incentives, bonuses, promotion, allowances, recognition and appreciation. These are the six general themes the capture the individual extrinsic motivation factors that could be used by organizations to drive publicity activities by employees. However, the respondents suggested possible challenges that may confront the attempt to extrinsically motivate employees who take part in publicity strategies. They include: “unhealthy competition”, “sustainability”, “demotivating effect”, and “bias”. Meanwhile some suggestions were offered by the respondents. They include the need for management to carry out needs assessment to be able to fairly determine the scope of extrinsic motivation that will be applicable in a given situation. In addition, management must endeavour to materially motivate employees who excel in publicity activities irrespective of the quantum of items involved.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter provides a summary of discussion key findings and a general conclusion is drawn in addition to recommendations on how to effectively integrate extrinsic motivation in employee-driven publicity activities. The section ends with suggestions for further research.

#### 5.2 Summary and Discussion of Key Findings

##### *5.2.1 The role of motivation in integrating employees in publicity*

The study made very important findings as expressed in the views of the employees of OISL. The views of the employees clearly support the notion that motivation has a significant role in urging employees to engage in employee-driven publicity. This finding agree with existing view that employees generally respond well to motivation to meet stated and unstated tasks as preferred by ifinedo (2003). Organizations exist to achieve stated goals either in the short term, medium term or long term. In all these, publicity as an adjunct of marketing plays a critical role. It is important therefore for organizations to explore and exploit all legitimate strategies to achieve same. Motivation involves the use of complex forces that starts and keep a person at work within organizations (Dubin, 2002). This means that it is safely to infer that a well-motivated employee will engage in active publicity to sell their respective

organizations. With respect to the role of extrinsic motivation in employee driven publicity, the next section deals with that.

### *5.2.2 The role of extrinsic motivation in employee-driven publicity*

The study further established that beyond general motivation, extrinsic motivation is preferred employees. The extrinsic motivation, unlike the intrinsic motivation, focuses on the use of external materials/rewards to influence the behaviour of employees to deliver. This study has established that a greater number of employee require management to implement extrinsic motivation packages before they engage in publicity activities. The understanding is that most employees see publicity as “extra” responsibility beyond their stated job description. So to engage in publicity is seen as going the extra to do what a unit or a department should have done; hence the need to be motivated. More so, the study has established that extrinsic motivation has fulfilling effect which agrees with existing studies. For example Deci and Ryan (2008) argue that the clearest examples of extrinsically motivated behaviours are those performed to obtain a tangible reward or to avoid a punishment. The import is that employees naturally respond in a win-win situation. What kind of extrinsic motivation (scope) should be given to employees who engage in publicity strategies?

### *5.2.3 The scope of extrinsic motivational*

Several possible extrinsic motivation factors were suggested by the respondents. They include: bonuses, promotion, allowances, recognition and appreciation. The expectation is that management must use these factors as the major themes to develop organization-specific activities that is focused and customised to meet their situation. What was clear about the study was that every individual has specific activities or actions that motivate him/her. Managements must therefore explore and expand the



scope of extrinsic motivation; essentially it/they must not be one-sided to lose the drive that must attend it hence it becomes a “demotivating effect”. In the midst of all these, managements must guide against “unhealthy competition” which normally characterises motivational drives and initiatives.

### **5.3 General Conclusion**

The study has established that extrinsic motivation plays a pivotal role in urging employees on to engage in publicity activities. The study has showed clearly that when employees are given extrinsic motivation factors, their level of engagement of in projecting positively their organizations.

### **5.4 Recommendations**

To address the possible challenges that employees and management may face in instituting extrinsic motivation strategies the following recommendations have been made:

1. Extrinsic motivation must be formally instituted and clearly explained to all levels of employees periodically.
2. There is the need for periodic review of established extrinsic motivation packages.
3. Employees as stakeholders must be encouraged to contribute to the resources needed for extrinsic motivation activities.
4. Above all, organizations must consider sustainability in designing and implementing any extrinsic motivation factors in era of competitiveness.

## **5.5 Suggestion for Future Research**

This study focused on extrinsic motivation and the role it plays in urging employees to engage in publicity activities. Since motivation plays out in two dimensions- intrinsic and extrinsic, it is suggested that a further study be carried out to ascertain the role of intrinsic motivation in employee-driven publicity.

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## **APPENDIX 1: OPEN ENDED INTERVIEW SCHEDULE**

Dear respondent,

We are students of Christian Service University College, from the Department of Communication Studies and we are currently undertaking a study on the topic: An investigation on the role of intrinsic motivation in employee publicity strategies. The purpose of the study is to assess the impact of extrinsic motivation on employee to drive publicity that promote corporate growth and sustainability. You are kindly requested to participate in this study which is an academic activity as part of the requirements for the Award of Bachelor of Arts in Communication (Public Relations option).

We promise that your opinion on the objectives of the study will be treated with greatest confidentiality and your identity shall be protected.

Counting on your cooperation.

Yours faithfully

**YasminSelormKrasah (Research Team Leader)**

### **Other Research Team Members**

1. Portia OseiAntwi
2. Abigail Obeng
3. IzucheiChibuke
4. Isaac Opoku

The following questions will guide the interview activity.

**Objective 1:** What is the role of motivation in integrating employees in publicity strategies?

3. In your opinion, do you think all levels of employees have a duty to promote their organizations? If yes, please explain your response
4. What is your understanding of the concept of motivation?
5. Does motivation play any role in engaging employees in publicity activities?
6. Which level of employees (e.g. management, middle level managers, lower level employees) need to be motivated and why?

**Objective 2:** What is the role of extrinsic motivation in employee publicity integration?

7. Can you express your opinion on the difference between intrinsic and extrinsic motivation?
8. Should employees be motivated extrinsically and how?
9. Beyond the salary and other fringe benefits, do you think it is still important to motivate employees extrinsically?

**Objective 3:** What is the scope of extrinsic motivational factors in integrating employees in publicity?

10. What individual extrinsic motivation factors can be used (kindly mention as many as you may think is applicable)?
11. Are there any other suggestions you have for management of institutions to promote the engagement of employees' in publicity strategies?
12. What challenges do you foresee and how can they be handled?
13. Do you have any other suggestions?