

**THE ROLE OF INTRINSIC MOTIVATION IN EMPLOYEE PUBLICITY  
INTEGRATION**

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**A DISSERTATION SUBMITTED TO THE CHRISTIAN SERVICE  
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COMMUNICATIONS STUDIES**

**JUNE 2017**

## **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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Date

## **ABSTRACT**

Motivation plays a critical role in engendering employees to participate or otherwise in publicity strategies. Motivation is expressed in two ways – intrinsic and extrinsic. This study focused on the intrinsic aspect of motivation and how it plays out in motivating employees to engage in publicity strategies. The purpose of the study was to examine the role of intrinsic motivation in the integration of employees' in publicity strategies. To achieve this purpose, three objectives: 1) to determine the role of motivation in integrating employees publicity strategies; 2) to establish the role of intrinsic motivation in employees publicity integration and 3) to explore the scope of intrinsic motivational factors in integrating employees in publicity strategies. The population of the study was Ghana Baptist University College. The study was qualitative and in-depth interview was used to collect data from 40 employees of GBUC. The findings indicate that intrinsic motivation plays a crucial role in the integration of employees' in publicity strategies to drive students' enrolment. Currently, GBUC engages employees in its publicity drives but it appears there is lack of proper coordination to harness the positive effects of intrinsic motivation. The study recommends that the management of GBUC must harness the positive intuitive drive of the employees to deepen the institution's publicity activities.

## **DEDICATION**

We dedicate this piece of work to the Almighty God for his love and guidance throughout our four year programme.

## **ACKNOWLEDGEMENTS**

We thank the almighty God for his love and mercies through the period of study. We would also like to express our gratitude to our families for their support which made this study a success. Our sincere thanks and appreciation go to our supervisor, Reverend Justice Boffah Pokumensah for his patience and critical reviews to make this work possible. The researchers wish to express their profound gratitude to Ghana Baptist University College in Kumasi for their sincerity and readiness to participate freely in this study and to those whose works and time were used as reference. Finally we are thankful to all lecturers and staff of the Communication Studies Department of Christian Service University College.

## TABLE OF CONTENT

STATEMENT OF AUTHENTICITY .....	ii
SUPERVISOR’S DECLARATION .....	iii
ABSTRACT.....	iv
DEDICATION .....	v
ACKNOWLEDGEMENT .....	vi
TABLE OF CONTENT .....	vii
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION AND BACKGROUND TO THE STUDY.....</b>	<b>1</b>
1.1 BACKGROUND TO THE STUDY .....	1
1.2 PROBLEM STATEMENT .....	2
1.3 PURPOSE OF THE STUDY .....	3
1.4 OBJECTIVES OF THE STUDY .....	3
1.5 RESEARCH QUESTIONS.....	3
1.6 SIGNIFICANCE OF THE STUDY .....	4
1.7 DEFINITION OF KEY TERMS.....	4
<b>CHAPTER TWO .....</b>	<b>6</b>
<b>REVIEW OF EMPIRICAL STUDIES ON INTRINSIC MOTIVATION.....</b>	<b>6</b>
2.1 INTRODUCTION.....	6
2.2 EMPIRICAL REVIEW OF RELATED STUDIES .....	6
2.1.1 The Concept of Motivation .....	6
2.1.2 Forms of Motivation .....	7
2.1.3 Related Studies.....	7
2.3 THEORETICAL FRAMEWORK .....	10



<b>CHAPTER THREE .....</b>	<b>12</b>
<b>METHODOLOGY .....</b>	<b>12</b>
3.1 INTRODUCTION.....	12
3.2 METHOD OF STUDY .....	12
3.3 STUDY DESIGN .....	12
3.4 STUDY POPULATION .....	13
3.5 SAMPLING .....	13
3.6 DATA COLLECTION INSTRUMENT.....	13
3.7 DATA COLLECTION PROCESS .....	14
3.8 DATA PROCESSING AND ANALYSIS .....	14
3.9 ETHICAL CONSIDERATIONS .....	14
3.10 SUMMARY .....	14
<b>CHAPTER FOUR.....</b>	<b>15</b>
<b>PRESENTATION OF INTERVIEW FINDINGS .....</b>	<b>15</b>
4.1 INTRODUCTION.....	15
4.2 DEMOGRAPHICS OF THE PARTICIPANTS .....	15
4.3 FINDINGS OF THE INTERVIEW .....	15
<b>CHAPTER FIVE .....</b>	<b>23</b>
<b>SUMMARY, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>24</b>
5.1 INTRODUCTION.....	24
5.2 SUMMARY AND DISCUSSION OF KEY FINDINGS .....	24
5.3 GENERAL CONCLUSION .....	25
5.4 RECOMMENDATIONS .....	25
5.5 SUGGESTION FOR FURTHER RESEARCH.....	26
<b>REFERENCES.....</b>	<b>27</b>
<b>APPENDIX 1.....</b>	<b>29</b>
<b>Interview Guide for Staff at GBUC .....</b>	<b>29</b>

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND TO THE STUDY**

#### **1.1Background to the Study**

Business all over the world today is very challenging, as internal and external operating environment factors continue to challenge corporate performance and revenue growth. Therefore to stay profitable in the highly challenging and competitive global market economy, all the factors of production including human resource, machines and materials should be properly managed. The development of any organisation depends mostly on the quantity and quality of its employees and one way to ensure this is to determine how motivated the workers are to remain relevant and productive to the organisation (Al-Aamri, 2010).

Publicity is gaining currency around the globe. This concept involves creating innovative and proactive solutions to both internal and external publics. Publicity is definitely on the agenda of most competitive organisations; there remains significant challenges concerning embed publicity into everyday processes and cultures. One of these challenges is engaging employees in the publicity strategies.

Robin and DeCenzo (1995) define motivation as “the willingness to exert high level of effort to reach organisational goals, conditioned by the efforts ability to satisfy some individuals need” (p. 271). A need is what an individual values and wants to achieve; it is the basic foundation of motivational framework, if an individual is devoid of need then it is impossible to motivate him to perform any task (Grupta, 2011). This could also mean that an employee may be immensely capable of doing some work however achieved if he/she is not willing to work.

Employee motivation is one of the important factors that can help the employer to improve employee and organisational performance. Motivation acts as a catalyst to an individual's success and hence corporate team leaders and managers must constantly motivate the employees to bring out the best in them (Buckingham & Coffman, 1999).

A motivated employee is a valuable asset which delivers immense value to the organisation in maintaining and strengthening its business and revenue growth. Organisations also need to look out for what motivates and satisfies their employees at work in order to stimulate them to perform their jobs as best as possible and to remain in the organisation to help achieve the long term organisational goals.

## **1.2 Problem Statement**

Today's business environment has become very competitive thus making skilled employees, the major differentiating factor for most organisations. An organisation has to be aware of what motivates and satisfies the employees at work in order to stimulate them to perform their job as best as possible and to remain in the organisation (Bassy, 2002). Organisations that have developed successful brands have created a culture in which according to Noble et al (2002), all areas of the organisation are committed to the branding process. These being the case employees are now viewed as playing a crucial role in brand management as they facilitate the interface between the organisation and the market (Harris and Ogbanna, 2000). Motivational dynamics have changed dramatically to reflect new work requirements and changed worker expectations. One of the biggest changes has been the rise in importance of psychic or intrinsic motivation and decline of material or

extrinsic motivation. This study however seeks to establish the role of intrinsic motivation in the integration of employees in publicity strategies.

### **1.3 Purpose of the Study**

The purpose of the study was to examine the role of intrinsic motivation in the integration of employees in publicity strategies.

### **1.4 Objectives of the Study**

1. To determine the role of motivation in integrating employees publicity strategies.
2. To establish the role of intrinsic motivation in employees publicity integration.
3. To explore the scope of intrinsic motivational factors in integrating employees in publicity strategies.

### **1.5 Research Questions**

The following research questions were used to guide the study

1. What is the role of motivation in integrating employees in publicity strategies?
2. What is the role of intrinsic motivation in employee publicity integration?
3. What is the scope of intrinsic motivational factors in integrating employee publicity strategies?

## **1.6 Significance of the Study**

The findings of this study will add to the existing stock of knowledge in the area of publicity hence deepening our understanding of the role of motivational issues in employee-driven publicity strategies. Also the study would provide solutions to real problems at the corporate level and lastly, the outcome of the study will provide a platform for further related studies to be carried out.

## **1.7 Definition of Key Terms**

### ***Motivation***

Robin and DeCenzo (1995:271) define motivation as “the willingness to expect high level of effort to reach organisational goals conditioned by the efforts ability to satisfy some individual need. The researchers are in agreement with Robin and DeCenzo’s definition of motivation, but the researchers also define motivation as the act of giving someone a reason for doing something.

### ***Intrinsic Motivation***

Bainbridge (2016) define intrinsic motivation as motivation that comes from inside an individual rather than from any external or outside rewards. The researchers therefore operationalised intrinsic motivation as the motivation that comes from the pleasure one gets from the task itself or from the sense of satisfaction in completing or even working on a task.

### ***Employee***

Businessdictionary.com define employee as an individual who works part time or full time under a contract of employment whether oral or written, express or implied, and has recognised rights and duties. 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 compensation.

### ***Publicity Strategies***

Businessdictionary.com defines publicity strategies as “type of promotion that relies on public relations effect of a news story carried usually free by mass media”. The researchers therefore define publicity strategies as the promotional ways the company adopts in marketing or informing the general public about their goods and services.

## **CHAPTER TWO**

### **REVIEW OF EMPIRICAL STUDIES ON INTRINSIC MOTIVATION**

#### **2.1 Introduction**

This chapter covers a review of related literature from available sources of information on the various subjects of the study. They included materials gathered from libraries, textbooks, published and unpublished but printed materials from places like the school's libraries, state libraries and lecture notes were also consulted in some areas related to the study. All these helped in no small measure to buttress and give credence to what the researchers analysed in this work.

#### **2.2 Empirical Review of Related Studies**

##### ***2.2.1 The Concept of Motivation***

The study of motivation is concerned with why people behave and think the way they do. Motivation is a highly complex concept that influences and is influenced by a large number of factors in the organisational environment (Porter and Steers, 1991). A number of definitions for motivation are presented in the literature. Mathias and Jackson (2002) looked at motivation as the complex forces, drives, needs, voluntary activity directed towards the achievement of personal goals. Campbell and Pritchard (1976) define motivation as a set of independent and dependent relationships that explains the direction, amplitude and persistence of an individual's behaviour holding constant the effects of aptitude, skills, understanding of a task and the constraints operating in the work environment. Thomas and colleagues (1990) added that there is evidence supporting the existence of a link between an employee's motivational level and their individual performance. A motivated employee supports the actions and

objectives of the firm. The definitions and arguments reveal different perceptions about the concept of motivation, however in summary, motivation is perceived to be purposive, goal directed and energises human behaviour

### ***2.2.2 Forms of Motivation***

Motivation is in two parts, intrinsic motivation and extrinsic motivation. Intrinsic motivation can be defined as the motivation to perform an activity in order to experience the pleasure and satisfaction inherent in the activity (Rhan et al, 1989). In today's competitive labour market. Intrinsic motivation is crucial over the long haul; people need intrinsic rewards to keep going and to perform at their peak (Thomas, 2000).

Intrinsic motivation focuses on factors inside the individual which are based on personal needs, a self-motivated person seeks to exceed expectation because he likes to perform the task and the work expectation matches his skills or he feels challenged by it thereby its successful completion satisfies his ego and serves a purpose higher than the risk.

### ***2.2.3 Related Studies***

MartoraandFord (2011) showed that rewards have indirect relationship through intrinsic motivation having variables such as performance, work hours, individual monetary rewards, promotions, age, job satisfaction and tenure by taking sample size of 500 industrial organisations, 288 R&D employees using the satisfied tools multiple regression and correlation; with future direction as further studies and use alternative motivation and take steps to improve employee perception of pay fairness.



Velnampy (2008) in his study on job attitude and employees performance concluded that job satisfaction contains positive influence on the performance of the employees as it enhances job involvement and the higher performance also makes people feel more satisfied and committed to the organisations (Piercy, Harris & Lane, 2002; Jones, Busch & Dacin, 2003). However, others argue that effective market oriented activities require the motivation and participation of employees at all levels of the firm, and in all functions (Gummesson, 1991; Kelley, 1992; Harris, 1998; Martin, Martin & Grabac, 1998).

In order to engage employees in the adoption of a market oriented strategy, it is essential that they are motivated to perform in a market-oriented manner. Given the organisation wide nature of market orientation (all employees act in a marketing capacity and generate and disseminate information and respond in a customer focused manner) it is plausible that employees who are motivated will be more likely to undertake these positive behaviours and act in the best interest of the firm.

Harris (2002) argues that managerial behaviours (such as internal market orientation) are a major determinant of market orientation success (see also Harris & Piercy, 1999). At this juncture, it appears that training and motivating employees to perform market-oriented behaviours is a major consideration for organisations wishing to implement the marketing philosophy.

Harris and de Chematory, (2001) indicates that employees constitute the interface between a brands internal and external environment and can have a powerful impact on how consumers perceive the brand and organisation. Organisations need to clearly communicate the brand's purpose to employees to inspire and assist them to

understand their role in relation to the brand. In other words, the brand message needs to be conveyed internally so that employee behaviour is guided.

Iverson, Mclelland and Erwin (1996:36-44) believes that organisations need to match their internal marketing programmes to fit with their external marketing orientation. According to the contingency of view of marketing, we can achieve organisationally desirable outcomes, by managing the factors that lead to “mediators” in the form of employee trust and organisational commitment. The study’s findings was based on a survey of 513 patient contract employees in a major hospital, ascertaining that organisational commitment and dimensions of trust have different antecedents and relationships with preferred organisational commitment and trusting relationships with their employees through appropriate internal strategies.

Barber (1986) finds that the intrinsic nature of work such as achievement, recognition, interesting work, advancement and decision making power are strong predictors of job satisfaction. Employees can use an employee’s intrinsic motivations to get the maximum productivity from that employee and help the employee to reach his/her career development goals. For example if an employee become an IT support professional because he wants to learn as much as possible about how users interact with various computer networks, then that employee is driven by intrinsic motivation for knowledge. The company can encourage the pursuit of knowledge by offering that employee greater training opportunities; the chance to become a highly paid specialist or by offering tuition assistance in the employees desire for higher education (Adonis, 2006).

## 2.3 Theoretical Framework

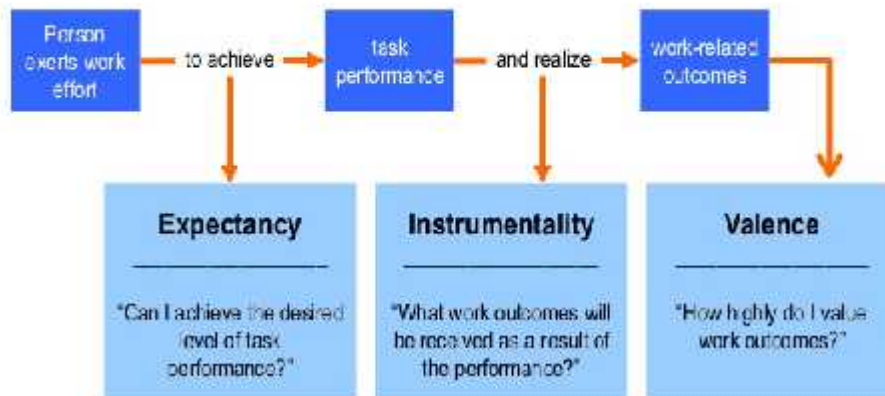
### *Valence Instrumentality Expectance Theory*

Instead of focusing merely on individual needs, Valence, Instrumentality, Expectancy (VIE) theory looks at the role of motivation in the overall work environment. The theory, which was conceived by Victor Vroom, argues that people are motivated to work when they believe that their efforts in the workplace will result in a desired outcome. Vroom assumed this belief is threefold (Robbins & Judge, 2008:231):

- Expectancy: one's expectation that exerting a given amount of effort will lead to good performance;
- Instrumentality: individual's confidence that good performance will be rewarded; and
- Valence: the belief that the offered reward/outcome will satisfy a desirable need or wish of the individual.

The motivational effect will then depend on the combination of these three. Beliefs, i.e. the level of confidence one has in the fulfilment of all three stages (see Figure 1). With that in mind, Greenberg and Baron (2003) suggest that managers strengthen the linkage between employees' expectations and actual result. In congruence with the three stages of VIE theory, they first call employers to enhance the possibility that employees' efforts will lead to good performance. This can be achieved by taking care of staff **growth and advancement**, or more specifically by **training**. Second, they recommend managers to administer a **rewarding** and **recognition** system which is directly linked to performance. And third, this system should be flexible to ensure that it is "positively valent to employees" (pp.209-210).

## Expectancy theory



*Figure 1: The three drivers of motivation according to VIE theory adopted from Robbins & Judge (2008, p.231)*

Furthermore, Wright (2001) believes that especially in the public sector employees tend to perceive low level of instrumentality, i.e. weak relationship between rewards and performance. For that reason, he urges public managers to emphasize the mission valence and the task importance that are associated with the work in public sector (p.581). The main deficit of Vroom's theory is that it gives the impression that people act on a rational basis after assessing the situation and the potential outcomes. Only in real life seldom do people hold complicated calculations as VIE theory suggests (Dunford, 1992:86). More often human beings make decisions with limited rationality and let emotions play a significant role in their decisions (Landy & Coote, 2010:364).

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter deals with the research method that was used to conduct the study. It provides information on the research design tools, the study population, the sample size, and sampling procedure, the data collection instruments, data collection process and data analysis tools. Issues of ethical concern were addressed.

#### **3.2 Method of Study**

The study used qualitative analytical approach. The qualitative method permits a flexible and interactive approach. The value of qualitative research is that is more open to the adjusting and refining of research ideas as an inquiry proceeds (Creswell 1994). The study utilized the case study approach. A case study is defined as a strategy for doing research that involves an empirical investigation of a particular phenomenon within its real life context with the utilization of various source of evidence.

#### **3.3 Study Design**

The approach to the analysis is however, based on the descriptive research design. This is scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. Descriptive research design aims at ascertaining and describing the characteristics of variables in a study.

### **3.4 Study Population**

The population of the study was Ghana Baptist University College which is a non-public university. The findings of the study may have wider implications for similar institutions that have structure and mission like the GBUC. The Ghana Baptist University College is an initiative of the Ghana Baptist Convention. It has two campuses with the main campus at Amakom and the other at Abuakwa, all in Kumasi. It is incorporated and operated as tertiary institution with the status of a University College offering Degree and Diploma programmes with authorization of the National Accreditation Board (NAB). The institution has an employee population of around 80 who are categorized as part time and full time staff; teaching and non-teaching.

### **3.5 Sampling**

Purposive sampling which is non-probability sampling technique was used. The researchers interviewed both top management and lower level employees of Ghana Baptist University College. The GBUC was selected purposively because of the structure of ownership and resource requirement needed to run the institution. Hence the issue of motivating employees to own publicity drive is crucial.

### **3.6 Data Collection Instrument**

The instrument that was used to collect data was in-depth structured interview. This strategy enables the researcher to explore and examine the opinions of the respondents effectively unlike the quantitative data. The in-depth interview guide contained 16 items used to measure the background of the respondents, their opinions and views about the role of intrinsic motivation in employee integration in publicity.

### **3.7Data Collection Process**

The researchers with introductory letters personally interviewed selected employees at Ghana Baptist University College to eliminate the unreliability of telephone interview. The interview guide was pre-tested in a selected manner similar to structures of the University College to be studied.

### **3.8Data Processing and Analysis**

The qualitative data collected through structured interview was first transcribed, and emerging themes were derived through inductive approach to qualitative data analysis. Based on this process, a report was written that constitute the basis for the discussion in chapter five.

### **3.9Ethical Considerations**

Ethical issues are one of the important factors a researcher must consider during a research work; due to this the consent of the Ghana Baptist University College was sought. It was done through the writing of letter before the data was collected. The issue of confidentiality was also strictly adhered to. Copies will be made available to the university college as an evidence of academic use.

### **3.10Summary**

This chapter presented a description of the steps used in collecting data the discussion of the research methodology, the determination of sample size, method of data analysis and how ethical issues was addressed. Therefore, the next chapter which is the chapter four will cover how the data which was gathered in chapter three will be analysed and presented in figures and tables for easy understanding of the findings.

## **CHAPTER FOUR**

### **PRESENTATION OF INTERVIEW FINDINGS**

#### **4.1 Introduction**

This chapter presents the analysis of interview findings in the form of report. The inductive approach was used to sample the key finding of the interview schedule and have been presented in this chapter.

#### **4.2 Demographics of the Participants**

The respondents were drawn from all the level of employments at GBUC including lecturers, Librarian, Teaching Assistants. Registry, Chaplaincy, Clinic, Front desk and Security. The average working experience of the respondents at GBUC is 6 years. This explains that the respondents have fair idea of the internal practices and policies at the GBUC hence their responses were fairly balanced and accurate.

#### **4.3 Findings of the Interview**

To further explore the working experience of the respondents at GBUC, the respondents were relatively positive in their response. One of the respondents observed that . . . it has been great experience for working here. We have passed through stress since I am part of those who started the university and starting a university is not an easy thing especially when you don't have financiers and you have to borrow and . . . sometimes paying salary is not easy but God has been faithful and for me it has been a great experience.

Another respondent indicated that: I should say that I have learnt a lot. GBUC has impacted so much in me and it's because I am ready to learn. So I make sure whatever



I encounter, I take lessons from it and then look at ways I can move forward to make the institution better. In addition, a respondent said that: I have gained a lot of experience . . . for instance GBUC has given me the exposure; the opportunity to meet a lot of people. I can now express myself. At first, I used to be a shy person; I can talk to a lot of people.

These and other reasons shown above indicate that the employees have positive working experience at GBUC even though the experience may vary depending on personal experiences.

#### *Understanding Publicity from the Respondents' Perspective*

The study primarily was about publicity hence the need to establish the understanding of the respondents about publicity. Therefore to answer the question, what do you understand by the term publicity? Three key words run through their appreciation of publicity namely “advertisement”, “selling”, and “announcement”.

One of the respondents remarked: My understanding of publicity is when one talk or write something about an institution or anything or advertise for people to get to know what he or she is selling about the institution.

Another respondent said. . . Publicity would be getting your brand in the minds of people. Of course any organization has a target group, a target market, once you identify your target audience then of course you need to register your brand in the mind of the audience. Obviously there are so many competitors so if you want them to choose you.

Another respondent gave the following explanation: It [Publicity] is selling your service through communication with the public. That is communicating the product that you have to the public.

Another respondent also said: Publicity is exposing, announcing, telling someone what you can offer and hoping that you said they would come.

The above responses indicate that the understanding of the respondents of what constitute publicity is in sync with orthodox understanding of the concept.

#### *Participation in Publicity Strategies*

Knowledge does not imply action. To consolidate the views of the respondents on their understanding of publicity, they were asked, *does the staff of GBUC take part in publicity?* Several responses were given in the affirmative “yes”. One respondent said: Yes of course . . . our institution used to go for publicity some at Obuasi and Konongo during market days. We have some open days anytime when the school reopens. It motivates some of the students when we go, the students join us.

Another respondent noted: Yes of course. I think since we are all interested in the welfare of the University; if the University collapses we are also going to lose our job. So if the university is growing, we are also going to benefit from it since here we all take our monthly salaries we also have to take part in it so that we also grow up with the University.

The above findings indicate that the staff of GBUC participate in publicity and the motivation is presented in the opinions and views shared by the respondents as follows. *Do you think publicity contribute to increasing the student numbers?* Not 100 percent; can I give a percent? May be 40% because mostly what I believe is that when

a student come here and based on the teaching here can recommend this place to someone. Yes, a lot; yes most people here in this institution normally listen to the radio and through the newspapers and they find the interest in coming here so I think through advertising . . . Yes, somebody may be in the house who is willing to go to a University and maybe he has some deficiency so through the publicity the person will get to know that when I come to this University they will accept me. Those who do not have the qualifications some are placed at DBs so when they better their grade, they can be enrolled into degree. Yes, that is how I see it. The way we talk about the school contribute to bringing people to the institution. Definitely, because it is about selling yourself and selling your brand. If people don't know who are and what you stand for it will be difficult for them to join you.

The above views encapsulate the general opinions of the respondents. The sum of it all is that the Staff of GBUC participates in publicity strategies. The next sections explore the role of motivation in encouraging employees to participate in publicity strategies.

*The role of motivation in integrating employees' in publicity strategies.*

The first objective was to determine the role of motivation in integrating employees in publicity strategies. To address this objective, the respondents were asked, Does motivation have a role to play in publicity? In response to the question, all the respondents responded in the affirmative "Yes". One of the respondents remarked, "Yes because people need to be encouraged, motivated, recognized to put out their best". Another respondents said, "...Yes motivation will boost the morale [of employees] to have the energy or strength to sell the school". Another respondent also

remarked: “Yes, if you are motivated, you are put in a position to do more”; “Yes nobody hates motivation so it is important”.

In addition other respondents’ said: I don’t think the motivation should be the basic factor for staff members before they do publicity. Because once you do it wholeheartedly and the school grows, automatically our salaries will be increased and all that so if you say I am not given money, the school can even collapsed. They should be motivated very well. With the little knowledge of motivation I know we have two types of motivation- intrinsic motivation and extrinsic motivation. The intrinsic for example, when an employee does something good which has helped the institution you can either buy something for the employee or you can say something good sometimes a letter or a card can motivate the employee to work harder. Then for the extrinsic motivation that is monetary aspect either increment of salary or additional payment for example, payment of overtime . . . It’s a yes and a no for me because everybody has his or her own perception about life. Some people will need or would want you push them to do something even though they know are employees because the number of students who come to the university that make the university run but for some reasons, some people want you to push them. Just going out there to make people satisfied. But the ones that are driven by their passion, they don’t need motivations.

These views expressed above show clearly that motivation has a role to play in engendering employees to do publicity. However, some of the respondents were divisive in their opinion arguing that whether motivation should be given or not depend on some factors.

The respondents who expressed that motivation was necessary to boost the morale of the Staff of GBUC to participate in publicity were asked to prescribe the kind of motivation that would be appropriate. Some of the responses were given below: For those who need push . . . for me, I think that depending on what kind of publicity, if for example it's an open day, you carry them in a bus and give them food and drink; if may be you are going out to town, may be allowance or per diem just to keep the person comfortable where he or she is working. Basically it's not something big but small to make the person know that you appreciate what he or she is doing.

Something to ginger them [employees of GBUC] for we have individual differences ... somebody may prefer money or somebody may prefer a token . . . anything in the form of motivation. For me motivation is not necessary. My issue is that I will be happy if we go for advertisement or whatsoever I will be very happy when students get enrolled in the institution. When they say that this person came to the institution because of me, I will be happy.

Every motivation is motivation; sometimes the way you talk to people is very important; it is not always about money. With the motivation, it doesn't have to be something big; you can just give the person water, some lunch and breakfast or something. I always expect them to be given tangible or objective material for them to actually see the effort that they put in; this is the reward that they have gotten sometimes even a big thank you or recognition at the auditorium or among crowd is a great goal. I think recognition is very important if they show their pictures on the television, radio or the papers that will be a source of motivation.

**Intrinsic Motivations for publicity by GBUC Staff** One of the key objectives of the study was to find out the intrinsic motivations that drive the employee publicity strategies. Several reasons were given below in this direction:

The competition is very high, so if I don't make an effort and want to sit in your comfort zone the other institutions . . . for me I prefer to go to a government institution than to come to a private institution so basically the government institution are competing with the private ones so if you don't do publicity, you will lag behind.

I am interested not for my welfare alone but the entire university. I know that where you are working and earning your salary, I know that when the school grow up you are also going to benefit. When the school is not growing up it will affect me. I am interested in the growth of the school.

Everybody is striving to get a chunk of customers. What I think should motivate you is the security of your job because once you don't have people and they say the University is closing down, then it means that you are also losing your job, once you want to keep your job, then you have to work hard to secure your job.

The above factors summarize what motivates employees to participate in publicity either at the personal level or organized/corporate level.

Two indirect questions were used to further elicit the opinion of the respondents on the role of intrinsic motivation in engaging in personal or corporate publicity strategies: first question, are you proud working for GBUC? And second question, are you self-motivated as a staff of GBUC?

In response to the first question, the respondents affirmed that they were proud working with GBUC. Some went further to state: I am very proud of working in

GBUC. First of all, as a human being, like the good Book said, we have to work; it's parts of our nature, how God created us even if you are not working you don't feel like you are a human being . . . my first motivation is because I am a human being, I have to work and secondly the type of workers we have here has given me a lot of exposure.

Yea I am very proud working at the GBUC. When you are working at the University and the salary is not appreciable, you get other opportunities.

In response to the second question, are you self-motivated, the respondents made the following observations: Yes because if the college grows, I am part of the college and anything that goes on good will go a long way to benefit me as a staff. Yea as I already said I always motivate myself even though I don't receive much from the university. Even if the money is not enough you seek for God's blessing. Yes that is possible but it is in the low esteem; because sometimes it is very difficult for you to say that you have done well but you don't feel, you don't become satisfied but if someone who stays somewhere says that you are doing well and you have done well you are lifted higher than you motivating yourself the focus of most of the responses to the question showed clearly that the staff of GBUC were self-motivated which is a key indicator of intrinsic motivation. Individuals who are self-motivated are intrinsically inclined to pursue goals and objectives that inure to the benefit of their organizations.

*Who then should do the motivation?* The respondents gave varied speculative feedback to this question. Three themes emerged – management, all stakeholders including employees and council. Let us consider the following views:

I think it all goes to the Council but first to the management who are those that we communicate with directly since they are part of us; they have to start and take it to the Council for approval.

I think that basically it is the management of the school that run the school once they come out with a policy, the heads are supposed to do the implementation. So it is the responsibility of the management to direct. Everybody is involved, students' staff and management. As I have said, it is a work for all of us. But I think the registry and PDO must bring ideas as to how to motivate the staff. The above views reflect the three themes that emerged from the question of who should do the motivation.



## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The study was guided by three objectives namely: 1) to determine the role of motivation in integrating employees' publicity strategies, 2) to establish the role of intrinsic motivation in employees' publicity integration and 3) to explore the scope of intrinsic motivational factors in integrating employees in publicity strategies.

#### **5.2 Summary and Discussion of Key Findings**

The first key finding of this study is that the staff of GBUC actually understand and carry out publicity strategies to drive student enrolment. It is important not only to understand a "concept" but to move a step further to appropriate that understanding in your actions and inactions. The fact that students actively participate in publicity strategies is healthy for GBUC because it creates a wider scope in reaching out to the core target group, which is prospecting students! Due to stiffer competition in an ever increasing market, it is inconsequential for strategic minded University Colleges to explore and exploit all opportunities to drive her fair share of the market. In this sense, engaging employees, who are regarded as one of the strategic stakeholders and direct beneficiary of corporate profits is timely and strategic.

The study also found that employees engage in publicity for several motivations particularly for personal-self motivation. The argument has always been for how far can you materially motivate employees who contribute to corporate success? Of course one cannot rule out external motivation in the success equation factor. However, we are of the view that comparing intrinsic motivation with extrinsic

motivation, the former is sustainable and most preferred. That is the focus of the study but one cannot gloss over the importance of action driven by passion and self with or without external drive. This view sits well within the context of the VIE theory which postulates that people are motivated to work when they believe that their efforts in the workplace will result in a desired outcome (Robbins & Judge, 2008:213). In the long run, organizational processes and activities will be enhanced when the drivers are self-motivated as this study has portrayed.

### **5.3 General Conclusion**

The study concludes that intrinsic motivation plays a crucial role in publicity strategies at GBUC even though the management has not harnessed it in driving student enrolment into the University College.

### **5.4 Recommendations**

As a private University College that thrives on the inflows of students, there is the need to create that consciousness in the employees and one of the ways to do that is through constant engagement of employees on core values. Institutional core values have inherent potency to drive desires and needs of employees.

More so, the yearly (either short, medium, or long term) policies on students' recruitment must be clearly communicated along all the lines of communication. In this sense, the institution must be seen to be driving the self-willed individuals who have the urge to sell the institution at the personal and corporate levels to achieve effective publicity niche.

In addition, it is important for management of GBUC to check inner drives of the Staff to avert unintended consequences in their publicity drives. Human behaviour ought to be guided at all times. In this sense, it would be appropriate for the management to design a framework that properly guides the conduct of the staff in doing publicity for the University College.

Finally, the University College must build feedback loop that further encourages the staff of GBUC to report timely on progress of personal or corporate publicity drives. When people are sent, they must report back-that is the principle!

### **5.5 Suggestion for Further Research**

The concept of motivation has two dimensions – intrinsic and extrinsic. This study focused on the intrinsic aspect and the study recommends that an extensive study be done to explore the role of extrinsic motivation in integrating employees in publicity strategies.

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## **APPENDIX I**

### **INTERVIEW GUIDE FOR STAFF AT GBUC**

1. What is your Position at GBUC?
2. How many years have worked with GBUC?
3. What is your working experience at GBUC?
4. Does motivation have a role in publicity?
5. Do you have any idea about the number of students at GBUC?
6. What are some of the factors consider in coming to GBUC?
7. Do you think publicity contribute to increasing the student number?
8. What do you understand by the term publicity?
9. Does the staff of GBUC take part in publicity?
10. Should they be motivated?
11. What kind of motivation do you prescribe should be given to them?
12. What are some of the factors that motivate the staff in selling GBUC?
13. Are you proud working with GBUC?
14. Are you self-motivated?
15. How can publicity be used to increase student's enrolment?
16. Who should do the motivation?