

Impact of Workforce Motivation on Productivity of Organizations – A case study of Apparel Industry, UK

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Abstract— The purpose of this research is to investigate Impact of Workforce Motivation on Productivity of Organizations in Apparel Industry of the UK. Relevant theoretical models related to employee motivation, productivity of organizations and employee attitude, moral and job satisfaction are present and analysed in this research. Deductive research approach has been adopted and questionnaire was used as survey tool. Employees filled questionnaire online through tool free online surveys. The findings of the research have significant recommendations for the managers of companies in the apparel industry of the UK, and other organization in general. It has been found that employee motivation is among the major issues faced by organizations, therefore, should be considered particularly if an organizations want to increase its productivity and to enjoy competitive advantage. It is obvious from the research findings that a worker may be doing his/her job duty, but it is not possible to achieve significant success if not willing to work with enthusiasm or motivation.

Index Terms— Employee Motivation, organizations productivity, employee attitudes and moral, job satisfaction, Workforce Motivation, Apparel Industry of UK, productivity of organizations

1 INTRODUCTION

Organizations and businesses strive for improved quality and performance of their services, and operations. The reasons for this struggle can be different depending on the aims that organizations have set. One important strategy to reach higher development and goals is motivation. A motivated employ can produce effectiveness and higher quality of work, which means that motivation acts as the key factor for progress of businesses and organizations. Therefore, a profound knowledge of motivation is essential for development and success (Pare, 2001). Purpose of the current research is to identify the impact of workforce motivation on productivity of organization in the apparel industry of the UK.

The simplest way to look at the productivity in an organization is to understand the productivity in terms of a conceptual model. Organizations convert resources, such as materials, labour, machines etc, into products. The process is expressed in the form of the ratio of inputs to outputs. The conceptual model of productivity can be explained with an example of 'productivity tree'. The roots of the tree explain the inputs of the system, the trunk of productivity is conversion process and the fruits are outputs of the process. Only a successful management can bring more productive outcome of the process. Successful management should be the concern of all members of an organization, irrespective of his/her position. It is generally considered that management and engineering of productivity is the responsibility of industrial engineers, specialists, senior management, consultants, and management

specialists. However, for a more productive organization, productivity is the concern of all member of the organization. Productivity can be improved in the sense of more output for the same level of inputs, achievement of the same output from low level of inputs, more output from more outputs, and less output from fewer inputs (Anon, n. d).

There are six lines of actions to improve the productivity of an organization:

1. Improvement of the basic process by long term research and development
2. Improvement and provision of new plant, machinery and equipment
3. Simplification of product and reduction of product variety
4. Improvement of current procedures and methods of production
5. Improvement of work planning and the use of manpower
6. Increase in the overall effectiveness of employees (Godard, 2001).

Employ motivation is the major factor for the success or failure of an organization. Productivity, morale, profits, delivery of goods and services suffers without a motivated workforce of a business. Organizations need to invest in strategies to motivate its staff, in order to be competitive. Different factors can motivate employees in different ways. Some employees are motivated by money, but others by the opportunities of professional development, sense of accomplishment and flexible schedule. From managers to top level executives, understanding the factors of motivation for their employees is the key to gain advantage of human resource in the form of increased productivity (Adams, & Hicks, 2000).

It is crucial for organizations to identify the factors that motivate their employees for better productivity, in order to meet

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the increased demand for apparel products. Employee Performance depend on a number of factors, such as, performance appraisals, employee motivation, compensation, employee satisfaction, development and training, job security, structure of the organizational, and many others; however, area of study, of the current research, is focused only on two basic factors: Employee Motivation and Organizational Structure. These two factors significantly affect the employees' performance (Malik, Ghafoor, & Naseer, 2011).

Understanding the most motivating factors of employees is the most challenging aspect of management of any organization. All workers have motivation, however, for their own causes, not necessarily those of the organization. In the past, employees sought employment in a company and retired working in the same company. However, today's employees will have 4 to 7 careers in their lifetime. It reveals that job security is no more the core of motivation; however, once it was for employers to offer their employees. Today workers consider a number of factors in their professional career. In order to make the organization competitive, the management must keen to understand the motivating factors for its workforce (Cervantes, & Guellec, 2002).

2 PROCEDURE FOR PAPER SUBMISSION

2.1 Background

Motivation is a phenomenon that is influenced by cultural, individual, ethnic and historical factors. Motivated employees make a greater effort to perform their job than those without motivation. Positive feedback and recognition in other forms is most powerful ways of providing positive reinforcement to enhance the level of performance. Positive feedback cost little or nothing and can be given to employees when motivation has its highest impact. The most important objective is to know that what's important that needs reinforcement of employees for better performance. The most important outcomes of positive feedback or other motivating actions include delivery of excellent service, teaching others to perform their jobs, producing high quality work, volunteering for special assignments, taking initiatives, solving problems, providing backup coverage to others, meeting deadlines, and meeting to exceeding goals (Robbins, & Coulter, 2002).

Current research is aimed to investigate the role of employee motivation on productivity of companies of the apparel industry of the United Kingdom. Raising the productivity of UK companies to match productivity levels in US and other European countries is the main objective of economic policy agenda of current government. Closing the gap of productivity requires increased level of investment in capital and people, research and development, improved training and education, and a productive, modernized infrastructure. Continuous improvements are needed in companies' management practices, organizational design, and corporate governance. However, as productivity is about how productive are the skills of employees, their commitment, skill, and motivation is the key of success (Michie, Oughton, & Bennis, 2002).

Changing the productivity gap in UK firms, to match those of other European and US companies, requires increased investment in capital and people, research and development, educa-

tion and training, more productive infrastructure. Productivity of an organization is fundamental about how the workers are productive at work. Skills, motivation and commitment of workers is keys to success and more productivity. The basic theory behind workers' motivation is that initiative to motivate workers makes them committed to the organization and more productive. If a company is more profitable, employees will have more shares in profits; therefore, motivation can increase the tendency of more efforts to enhance productivity of the company (Michie, Oughton, & Bennis, 2002).

Incentive measures, such as secondary benefits, salaries, and intangible rewards, sanctions, or recognition have been used to motivate employees for improved performance. Motivators can be positive, as well as, negative. Incentive or reward systems reside within an organization, its structure, human resource management, its rules, internal benefits, sanctions, rewards, and opportunities. Whether based on reality or perception incentive systems, of an organization, have a key impact on the performance of employees and, consequently, on organizations. The most significant incentives and motivators reside at the societal level, such as a rule of law, security, civil service legislation or pay, and investment climate (UNDP, 2006). Concerns and perceptions about performance development usually provide an entry point for thinking about issues of capacity. However, capacity automatically translates into higher levels of performance and better results of development. For example, a car engine may possess all parts to run smoothly; however, it is idle without a driver and fuel. Similarly, capabilities may be there; however, appropriate incentives are needed to be present to put those capabilities in motion and high gear, towards the desired destination of development. In any case, it is possible to distinguish the factors of motivation that affect other elements of capacity. Some of these elements are internal and some external in a system. The motivation question is linked with needs and capacity to be addressed and analyzed on all levels of capacity; organizational individual and enabling environment (Govnet, 2006).

2.2 Problem Statement

Apparel industry of the UK has grown on average 17% per year, during the last decade. It is important to increase productivity by making the workers more productive at work. Skills, motivation and commitment of workers are keys to increased productivity. Although, apparel industry has shown excellent performance; however, there is the need to increase productivity in order to meet increased demand for UK apparel products. Purpose of the current research is to find out the impact of the work force motivation on productivity of organization in the apparel industry of the UK.

2.3 Research Rationale

Workforce motivation has been the central problem for managers and leaders. Employers without motivation are likely to spend no more or very little efforts in their work duties, avoid their workplace, produce lower quality work, and exit their employer organization if given a chance. However, employers who feel motivated are more likely to be creative and productive, persistent, produce high quality work that they under-

take willingly (Robbins, & Coulter, 2002).

During last two decades, the eminent issue for organizations was to attract and retain workers with skills necessary to do the work. In 2001, the situation became more complex when thousands of companies downsized or cut back their workforce population. Companies have found that productivity and product quality have started to suffer and customer satisfaction has dropped. Similar is the case for apparel companies. Managers of companies can speed up the talent reaction of their employees to meet increased demand and to enhance productivity. It is important for managers to understand that what motivate people to do their work. Focus of the management theory, and practice, has been on the extrinsic motivators that include benefits, pay, status, expense accounts, and pension plans etc. Although, these are the powerful motivators; however, they are no longer enough for organizations. Intrinsic rewards are very important for employees in today's work environment.

When companies wanted just compliance from workers, they brought it with money and some other tangible benefits. Extrinsic rewards are not the outcome of the work itself; rather, they are allocated by managers to make sure that work is performed properly and on a timely manner. Motivational issues, nowadays, have become more complex due to opportunity and wealth, so many workers have enjoyed. Therefore, work in the current decade has the potential to bring more intrinsic rewards. Intrinsic rewards are the direct outcome of the work that employees perform, such as the pride of technical accomplishment, making a difference in the world, or service to a customer. It is important to understand the motivation factors that may increase productivity of apparel companies of the UK.

2.4 Significance of Research

The research is important for its subject matter that is aimed to explore the impact of workforce motivation on productivity of organizations. It is human nature to try motivating others from the same business as his/her perspective. However, being motivated is someone's internal effort. Different people are motivated for different reasons, both professionally and personally. Particularly when interaction of employees and the employer is concerned, understanding the motivating factors can develop opportunities of coaching and improve productivity in an organization. The most common factors of motivation include compensation, advancement, recognition, security, and personal satisfaction (Ciotta, 2011).

There is need research more on motivation in the apparel industry, due to increased demand during past few years. Purpose of the current study is to identify the factors that motivate employees to perform their duties more effectively and, consequently, effect productivity of the apparel industry of the UK. One of the traditional management components along with organizing, planning, and controlling, is motivating. Most of the managers do a number of things, for instance, contests, plants, gifts, ranking of people, departments, team, performance appraisals, production, sales quotas, and commission pay. The systems are implemented with the belief that they bring better performance. Current research is aimed to find an appropriate strategy for apparel companies of the UK

to motivate their workforce for better performance and increased productivity.

This research may help many leaders and managers in the country to identify the action they have to take, in order to motivate their workers to perform to their best level. It will help managers to understand that what strategy they could implement to motivate employees to achieve their optimal business results.

3 LITERATURE REVIEW

Motivation is what individuals desire to do, the incentive or inducement. The term motivation can be referred to what makes individuals tick or make them behave as they are behaving currently (Walker & Miller, 2010).

Motivation is a process that begins with a psychological or physiological need to activate behaviour that is aimed to achieve a goal. There are a number of factors that motivate a worker to work effectively and efficiently. Motivational factors have two main groups: Monetary factors; and non-monetary factors. Monetary factors of motivation include salaries or wages, bonus, incentives, and special individuals' incentives. Non-monetary factors, on the other hand, include status or job title, appreciation and recognition, delegation of authority, working conditions, job security, job enrichment, workers participation, cordial relations, good superiors, and other factors such as provision of training, proper job placement, and proper welfare facilities etc. Motivation brings several important outcomes for organization and workers that include higher efficiency, reduced absenteeism, reduced employee turnover, and improved corporate image, good relations, reduced stages and breakages, improved morals, reduced accidents, and innovation and initiatives (Enoch, 2005).

4 ANALYSIS OF FINDINGS

The theoretical concepts of the current research have been developed on the basis of literature review. The theoretical concepts of the research will be analyzed in this chapter, particularly in relation to the empirical analysis of the literature review.

Theoretical and Empirical Analysis of Literature Review

The critical analysis of the literature review will be presented on the basis of research variables, which are detailed below.

Motivation Concept and Definitions

Motivation, as defined by Walker & Miller (2010) is the incentive, inducement, or desire of individuals to perform their duties better. Motivation starts with the physiological or psychological needs to activate a behaviour that is aimed for the achievement of a goal. There are two main groups of motivational factors, as described by Enoch (2005), the monetary factors and non monetary factors. Monetary factors include wages, incentives, salaries and special individual incentives etc. On the other hand, non monetary incentives include appreciation and recognition, job title or status, working condi-

tions, delegation or authority, worker appreciation, cordial relations and others. Motivation is the source of various important outcomes for companies and employees that include good relations, improved corporation image, improved morals, reduced stages and breakages, and innovation and initiatives.

Motivational Factors

There are a number of factors that can be used to motivate the workforce of an organization. Most important factors include wages, incentives, salaries, special individual incentives, appreciation and recognition, status or job title, workers appreciation, job enrichment, job placement, and welfare facilities etc. The motivation factors that have been used in the current research are attitude, reward, recognition, career advancement, job security, and good wages.

Motivation Theories

Several scholars have presented theories of motivation that can be used as the basis for the formation of the theoretical framework. Theories of motivation can be categorised in two types that include content theories of motivation and process theories of motivation. The content theories of motivation explain the motivation factors that drive a particular behaviour. For example, the need hierarchy theory of Abraham Maslow emphasis the need for fulfilment of low level and basic needs, before the fulfilment of high level needs. The hierarchy theory can be used in organizations according to varying needs and satisfaction levels of the workforce. For example, as the physiological needs are the basic needs of people they feel motivation from quest of their satisfaction. Other motivational factors are effective once physiological needs are fulfilled. According to hierarchy theory, once a person is satisfied for the physiological and safety needs, higher level needs become important. Although hierarchy theory has significant implications for the management of workforce, the order of the needs in the theory may be contradicting depending on persons and cultures.

Some other important motivation theories that have been analyzed in the current research include theory X and theory Y, by Douglas McGregor. Although the theory has common basic assumption that the role of management is to assemble workforce, however, both contradict at later stages. For instance, it is assumed in the theory X that an average person dislikes to work and avoids it and wants no responsibility, or work for money and security. Theory Y assumes that individuals work for if they are committed to their goals. The optimal approach is between theory X and theory Y. In other words, a company relies on theory X in the initial stages, and moves to theory Y once workforce does not feel motivation due to these basic factors. Although, theory X and theory Y explains the factors that motivate workers at different stages, the two factor theory by Herzberg is more appropriate in explaining the motivation behaviour. The two factors of motivation, according to the theory, are hygiene and motivators. They theory has taken the process of satisfaction as a continuum from one factor to another and that makes it more appropriate theory. Both, the motivator and hygiene factors affect the organizations to de-

velop opportunities for personal growth and recognition for employees.

Process theories of motivation include goal setting theory, equity theory, and expectancy theory. According to goal setting theory, hard goals lead to higher performance levels than easier goals. As long as an individual is committed to a particular goal, there is a linear relationship among difficulty of goal and task performance. Goals mediate the effects of other motivational factors such as personality traits, ob autonomy, feedback, monetary incentives and decision making. Another dimension of motivational factors has been presented in equity theory. According to equity theory, employees assess that how they have been treated according to main inputs and factors of outcomes. Inputs are contribution of individuals to the organization, and outcomes are the rewards that individuals receive at job. The theory is helpful to understand employee behaviour towards motivation factors. Employees can react in six different ways, after they perceive inequity: change input, distort self perceptions, change outcomes, and distort others perceptions, leave the field, or choose a different referent. Equity theory of motivation is more rational in the sense that it requires balance between inputs and outputs of an employee. A fair balance can ensure the strong and productive relationship with motivated employees. The theory is based on the belief that workers become de-motivated in relation to their employer and their job, if their inputs are greater than the outputs. Workers are expected to respond in different ways, such as demotivation, reduced effort, reduced efforts, and disruptive. Equity theory has some important implications for managers. Although, workers have a number of common physiological and psychological needs that can be used as motivational factors, there are different sets of goals that motivate different employees in a number of ways. Expectancy theory by Vroom explains the differing sets of goals that cause variation in motivational factors. The theory does not concentrate on needs, rather focuses on outcomes. On the other hand, Herzberg and Maslow looked at the relationship between needs and efforts to fulfil them. Vroom has separated effort which arises from performance, motivation, and outcomes. According to expectancy theory, in order to make a person motivated, his/her performance, motivation, and efforts must be linked to each other. The theory is based on three beliefs that include valance, expectancy and instrumentality.

Productivity of Workforce

Productivity has been defined, by Baines, (1997) as the overall measure of ability of the workforce or an organization, to produce goods and service. Organizations have a number of options to use the formula, machine productivity, labour productivity, energy productivity and capital productivity, and so on. Productivity ration can be measured as an operation, department, facility, organization or an entire country. Without sound productivity, it is impossible for a business to be successful in achieving its goals. For most of employees, higher productivity require higher efforts, higher work load, threat to security, and more profits to owners. However, productivity contributes to increase in output through efficient use of inputs and resources, rather than making employees

Importance of Motivation for Productivity

Motivation has a direct relationship with productivity, and motivation depends on productivity. Motivation is the main factor for employees to contribute their efforts for improved productivity. Motivation is the composition of powers and mechanisms that help human behaviour in the required manner. In other words, motivation is described as all encouraging and convincing actions that help workers to complete their task more willingly and to come close to objectives of the project. Employees try to find satisfaction in their work duties; therefore, management can understand the problems of employees and find strategies for the satisfaction of their needs and aspirations. Therefore, an employee is motivated when adequate incentives are offered and made available for employees. In the modern day organizations, management cannot depend on pay, working conditions or job benefits as the motivating factors, rather, it is the responsibility of an organization to develop the work environment that is motivating for workers to become more productive members.

Employee Attitude, Moral and Job Satisfaction in Relation to Motivation

It has been revealed with the analysis of literature review that researchers have been trying to understand the aspects of human relations at the workplace to effect workforce performance. Employee attitude, moral and job satisfaction are high important factors of workforce motivation and need to be considered by the management of an organization. The relation, of employees' attitude, morale, and motivation, is developed by what motivates an individual to work and get reward, which in effect leads towards higher productivity. Therefore, management should increase its efforts for the provision of an enabling environment for employees to enhance their productivity. There are various factors that affect the morale of employees in an organization. These factors are organization itself, nature of work, techniques of supervision, and fellow workers. An employee's morale is based on the understanding that his future depends on the success of organization, and that efficient service leads towards job security, high pay, and promotions.

Theoretical and Empirical Analysis of Questionnaire Survey

Workforce motivation is an important issue for organizations, as well as, academics as it has significant insights on organizational performance and productivity. In the present research, employees of some selected apparel companies of the UK have been required to provide their opinions and insights on the factors that motivate them to work hard and increase their levels of productivity.

Work Experience and Motivation

The findings of the survey reveal that work experience of the employee have effect on their motivation. Fifty percent of the participants of the survey were master's degree holders. Fifty five percent of the survey participants informed that they have work experience between 1-5 years. It was revealed in other question of the survey that employees with

higher levels of education and experience were able to explain about the factors of motivation in their job duties.

Clear Job Description and Motivation

According to the survey findings, clear description of job is a significant factor of motivation. A clear description of job can explain exactly what an organization require from its workforce, and what their duties are. Seventy percent of the participants were agreed, including twenty percent extremely agreed, that clear job description is very important for their motivation to work hard and increase their productive. The high percentage of agreed respondent reveals the importance of clear job description for better performance.

Opportunities of Career Growth and Motivation

Another important factor of motivation has been found to be the opportunities of career growth. Twenty nine percent of the survey participants were strongly agreed and twenty seven of them were agreed that they feel motivation when management provides them opportunities of career growth. Career growth does not only mean only increase in monetary rewards, rather, it brings many other benefits for the employees including self esteem, participation in decision making and further development of job environment.

Positive Changes in Organization and Motivation

Positive changes in an organization have been found to be another important factor of motivation. Positive changes in an organization bring improvements in the work environment, job description and work hours etc. It has been found that if leadership in an organization wants to increase employ productivity, it should bring positive changes in its organization and improve the work environment.

Training Opportunities and Motivation

The findings of the data analysis highlight the importance of career development opportunities for the workforce motivation and productivity, as the result. Ninety percent of the survey participants informed that they are provided opportunities of career development; therefore, they feel motivation to work hard and increase their productivity. The results of the survey show that apparel companies of the UK are particularly providing career growth opportunities as use this factor to motivate their workforce.

Clear Communication about Compensation Policies, Philosophies and Procedures and Motivation

Clear communication has been found to be another important factor that makes employees to work hard. In fact clear communication is significantly important for the description of job duties. It becomes difficult for employees to understand the requirements of their job duties if not provided with clear communication. Forty seven percent of the survey participants were strongly agreed and thirty four were agreed that their company management clearly communicates its policies, philosophies and procedures that motivate them to work hard.

5.2.7. Comfortable and Pleasant Work Environment and Motivation
An inspiring and comfortable work environment has

been found to be an important factor of motivation, in the current research. Workforce motivation is centrally focused in almost all kinds of organizations; therefore, management must understand the importance of working environment to increase the productivity of its workforce. Finding of the current research reveal that forty three percent of the participants informed that their work environment is comfortable and pleasant; while, twenty percent of them informed that it is extremely pleasant.

Competitive Salary and Motivation

Research findings show that competitive salary is an important motivation factor that is being used by managers of the apparel companies of the UK. Fifty percent of the survey participants were agreed that their salary was competitive as compared to other similar jobs in the apparel industry; while thirty percent of them were strongly agreed. The results show that the companies of apparel industry consider salary to be an important factor of motivation to increase productivity.

Satisfaction with Job Expectations and Motivation

According to the results of current research satisfaction of employees with job expectations is another important factor of motivation. Forty seven percent of the survey participants from apparel companies of the UK were agreed; and thirty percent of them were strongly agreed that they feel motivation to work hard because they were satisfied with the job expectations.

Reward and Motivation

Reward has been revealed as another important factor of employee motivation at apparel companies of the UK. Fifty four percent of the survey participants were agreed that they receive a reward from the management of their company on successful completion of a task or project.

Job Security and Motivation

Findings of the research show that management of sample companies of the apparel industry assist and encourage their workforce to continue education and develop their skills and knowledge. Moreover, it has been found that expectations and goals of the organization are communicated properly with the employees; therefore, they can perform their job duties in a better way. Assurance of job security has also been found to be the significant factor of motivation for the employees of apparel companies.

5 STATISTICAL ANALYSIS OF PRIMARY DATA

In order to apply statistical tests, SPSS 17.0 software was used. Most popular techniques such as Linear Regression Test, One Way ANOVA Test, and t-Test were applied to test given hypotheses. These tests were applied at the significance level of .05. A scale was defined to measure response points of the respondents, 1 (no change), 2 (moderate positive change) and 3 (high positive change). There has been presented the research hypothesis at the start of each discussion. Employees motivation can be expressed in different aspects of working environment such as work experience, positive changes in

organization, training opportunities, pleasant work environment, clarity of communication about policies, opportunities to career growth, job description clarity, competitive salary, reward system and job security.

Hypothesis 1

The first hypothesis in statistical way can be described as:

H1: Motivation is very effective in enhancing the productivity of the organization.

Ho: Motivation is not very effective in enhancing the productivity of the organization.

Linear Regression Test Summary

$$(\alpha = 0.05)$$

$$\text{Productivity of the Organization} = a + b (\text{Work Experience}) + c (\text{Positive Changes in Organization}) + d (\text{Training Opportunities}) + e (\text{Pleasant Work Environment}) + f (\text{Clear Communication About Polices})$$

Variable Name	β coefficient	t-Statistics	p-value
Work Experience	3.746	2.940	.000
Positive Changes in Organization	2.521	3.071	.012
Training Opportunities	4.184	5.699	.000
Pleasant Work Environment	2.728	3.791	.000
Clear Communication About Polices	2.235	2.355	.037

The liner regression test results show that the work experience, positive changes in organization, training opportunities offer by management, pleasant work environment and clear communication about policies have a positive impact on productivity of the organization as p-values or marginal significance levels of all variables are below than .05. The regression coefficients of these independent variables are positive indicate that with an increase in any variable; the productivity level of the organization (dependent variable) will increase.

One Way ANOVA Test Summary

At signficance Level 0.05
Productivity of the Organization
n=100

Factor	Mean Square	F-Value	P-value
Work Experience	8.036	32.683	.000
Positive Changes in Organization	11.982	12.668	.000
Training Opportunities	9.944	11.030	.001

Pleasant Work Environment	10.056	9.793	.000
Clear Communication About Polices	4.302	5.693	.017

better performance at the workplace.

Ho: Motivation is unnecessary for workforce satisfaction and better performance at the workplace.

The ANOVA test analysis presented in the table indicates that productivity of the organization has increased because of work experience gained (F=32.683, p=.000<.05), positive changes in organization (F=12.668, p=.000<.05), training opportunities got (F=11.030, p=.001<.05), pleasant work environment (F=9.793, p=.000<.05), and clear communication about policies (F=5.693, p=.017<.05), thus supporting the regression analysis conclusion.

Summary of One-Sample t-Test

Productivity of the Organization

Variable	n	Mean	t-statistics	p-value
Work Experience	100	2.66	35.964	.000
Positive Changes in Organization	100	2.24	21.653	.014
Training Opportunities	100	2.88	28.162	.000
Pleasant Work Environment	100	2.32	25.484	.000
Clear Communication About Polices	100	2.08	19.978	.048

The on-sample test technique was applied to test a given hypothesis at level of significance .05. It has been noticed that p-values for work experience, positive changes in organization, training opportunities, pleasant work environment and clarity of communication about polices are less than .05. This shows an "above average" increase in organization productivity for all variables. Means values of all independent variables are greater than 2. It implies that there is a significant positive change in the productivity of the organization due to all factors. On the basis of these results, it can be concluded that all factors have a positive impact on productivity of the organization.

Conclusion Hypothesis 1

On the basis of these tests applied and analysis discussions, it can be concluded that work experience, positive changes in organization, training opportunities, pleasant work environment and clear communication about polices have a positive impact on productivity of the organization. As, all these independents variables are different aspects of work motivation. Hence, research alterative hypothesis H1 (Motivation is very effective in enhancing the productivity of the organization) is accepted.

Hypothesis 2

The second hypothesis in statistical way can be described as:

H1: Motivation is necessary for workforce satisfaction and

Linear Regression Summary

(α =0.05)

$$\text{Workforce Satisfaction \& Better Performance} = a + b (\text{Opportunities to Career Growth}) + c (\text{Clear Job Description}) + d (\text{Competitive Salary}) + e (\text{Reward System}) + f (\text{Job Security})$$

Variable Name	β coefficient	t-Statistics	p-value
Opportunities to Career Growth	2.900	4.915	.000
Clear Job Description	3.613	5.336	.000
Competitive Salary	3.072	3.727	.000
Reward System	1.286	4.614	.003
Job Security	2.147	3.909	.021

This regression analysis indicates that opportunities to career growth, clear job description, competitive salary offer, reward system, and job security support have a positive impact on workforce satisfaction and better performance as p-values or marginal significance levels of all independent variables are below than .05. The regression coefficients of these variables are also positive show that with a positive change in any variable, the workforce satisfaction and better performance will also increase.

One Way ANOVA Test Summary

At significance Level 0.05

Workforce Satisfaction & Better Performance
n=100

Factor	Mean Square	F-Value	P-value
Opportunities to Career Growth	1.904	22.688	.000
Clear Job Description	1.756	13.574	.000
Competitive Salary	1.432	12.846	.001
Reward System	1.378	11.194	.005
Job Security	0.734	8.473	.036

The present ANOVA test results show that Workforce satisfaction and better performance have improved because of opportunities to career growth (F=22.688, p=.000>.05), clear job description (F=513.574, p=.000>.05), competitive salary (F=12.846, p=.001>.05), reward system (F=11.194, p=.005>.05), and job security support form supervisor (F=8.473, p=.036>.05), thus, this analysis is also supporting regression test results.

Summary of One-Sample t-Test

Workforce Satisfaction & Better Performance

Variable Name	n	Mean	t-statistics	p-value
Opportunities to Career Growth	100	2.42	28.162	.000
Clear Job Description	100	2.73	25.622	.000
Competitive Salary	100	2.17	20.851	.020
Reward System	100	2.27	27.978	.000
Job Security	100	1.86	19.769	.038

In order to test the second hypothesis, t-test at the marginal level of .05 was applied. The analysis indicates that p-value for opportunities to career growth, clear job description, competitive salary, reward system and job security support from supervisor is <.05. It implies that there has been observed a positive change in workforce satisfaction and better performance due to all these factors. The mean value for all variables is greater than 2, except job security. It implies that is moderate positive change in dependent variable because of all variables except job security. In the last, it can be concluded that because of opportunities to career growth, clear job description, competitive salary, and reward system; the workforce satisfaction and better performance have increased.

Conclusion Hypothesis 2

According to above applies test analysis, it can be noticed that to career growth, clear job description, competitive salary and reward system have a positive impact on workforce satisfaction and better performance. All these independents variables are also different dimensions of work motivation. Therefore, research alternative hypothesis H1 (Motivation is necessary for workforce satisfaction and better performance at the workplace) is accepted.

6 CONCLUSION & RECOMMENDATIONS

Workforce motivation has been an important research area for organizations and academics. Business and organizations struggle to improve the performance and productivity of their workforce. Workforce motivation is an important strategy to reach the goals of an organization for improved productivity and quality of goods and services. Current research was aimed to identify the impact of workforce motivation on the productivity of companies in the apparel industry of the UK.

Productivity of the organizations can be defined as the process that converts resources, such as labour, machines, and material etc, into products. It is assumed most of the times that engineers and management of an organization are responsible for the improvement of its productivity. On the other hand, productivity is concern of all members o the organization. Productivity is possible to be improved in a number of ways that include variation in the factors of production. For instance, productivity of an organization is possible to be enhanced if overall effectiveness of its workforce increases. Motivation of the workforce is among the major factors that determine the success or failure of an organization. Businesses

need to search and invest in strategies of workforce motivation, in order to be more productive and competitive. A number of factors can motivate employees in several ways. For instance, some employees are motivated by money; however, others by professional development opportunities, flexible work schedule and sense of accomplishment. Therefore, for mangers and top level executives, understanding the motivational factors is the key to gain advantage of human resource in the form of increased productivity.

Current research was aimed to understand the importance of workforce motivation and to find out the most significant factors that are being used for workforce motivation in the apparel industry of the UK; and to make a suggestion for further improvement of productivity of companies and workforce by using motivational factors.

Workforce motivation is influenced by a number of individual, cultural, historical and ethnic factors. Moreover, self esteem, recognition and positive feedback are among the most powerful tools of workforce motivation. The actual objective of the management of an organization that want to motivate its workforce is to understand the specific needs that motivate their workforce to perform better. Current research was aimed to find out the role of employee motivation on their productivity. Raising the productivity of workforce, in the UK apparel companies, to match productivity levels in US and other European countries is the main objective of economic policy current government. There is a need for an increased level of investment in capital and people, research and development, improved training and education, and a productive, modernized infrastructure, in order to increase productivity.

The conceptual framework of the current research was developed on the basis of motivation theories developed by various scholars. As described by Enoch (2005), motivation of the workforce is a process that starts with physiological and psychological needs to activate behaviour. Motivational factors have two main groups: Monetary factors; and non-monetary factors. These two main groups are detailed in various theories of motivation. For instance, need hierarchy theory of motivation categorise the needs of employees that motivate them to improve their performance. According to the theory, the low level needs like physiological requirements and safety need to be satisfied before higher needs like self fulfilment. Theory X and theory Y of McGregor assume that employees work only for money and safety; however, they will be committed to goals if rewards are provided to address the higher needs of self fulfilment.

Two factor theory of Herzberg considers that satisfaction of hygienic needs and motivators lead workforce to work hard. According to two factor theory, job satisfaction and dissatisfaction is basically two different dimensions; and job satisfaction can be seen as running along with a continuum from job neutral to job satisfied. If employees feel good with their jobs, they perform better. On the other hand, they become more concerned about the environment if feel dissatisfaction with their job duties. The two factor theory has affected most of the organizations to develop opportunities for enrichment,

personal growth, and recognition for employees, and managers to use job promotion to motivate their workers, rather than using conventional benefit and salary tools. Another explanation of motivation factors has been presented by McClelland in theory of needs. The theory refers some basic needs that can be used as motivation for workforce. These needs include achievement, affiliation, power and thematic appreciation test. The theory is significant for its implication options for managers. Some other theories of motivation that have been used for the development of the theoretical framework of research include goal setting theory, equity theory and expectancy theory.

According to equity theory there is a need for a fair balance between inputs of an employee and his/her outputs. Finding the fair balance is to make sure the possibility of a productive and strong relationship with that employ, with results being contented and motivated employees. The theory was based on the belief that workers become de-motivated in relation to their employer and their job, if their inputs are greater than the outputs. Workers are expected to respond in a number of ways, such as de-motivation, reduced effort, reduced efforts, and disruptive. Equity theory has some important implications for managers. For instance, different workers ascribe personal values into outputs and inputs; therefore, two employees with equal qualification and experience perform the same work for same compensation may have different perceptions of the fairness of their deal.

The reason for investigating the impact of motivation on productivity is that work or job duty is an inevitable part of a people and they find satisfaction in doing their duties. A motivated person can provide his/her best to achieve the desired outcomes or levels of production. Management in organisations has top responsibility of developing a work environment that motivates a person to use his/her enormous energy. Moreover, management cannot rely only on the manipulation of benefits, pay, or working conditions to motivate employees to perform efficiently and effectively. On the basis of analysis of literature review it can be argued that the most important factors that affect productivity of employees and their performance are of two types: first, the factors which are driven by protocols, procedures, and management requirements; second, and the factors that are introduced in office, factory or premises.

The research in hand was conducted by adopting inductive, as well as, deductive research approaches to investigate the impact of workforce motivation on productivity of the apparel industry of the UK. Moreover, both qualitative and quantitative research methods have been used in the current research. Qualitative research was selected because qualitative research methodology is more helpful to understand the roots of concept of workforce motivation, and development of the theory by various scholars. Moreover, it is more helpful to understand that develop ideas of workforce motivation and its relevance for productivity of the organization. Qualitative finding of the research have been completed by analysing the research done by various scholars. Quantitative research, on the other

hand, is helpful to determine the relationship between dependent and independent variables of the research. For study in hand, quantitative research was done with the help of questionnaire data collection technique. One hundred employees of various companies of the apparel industry were selected randomly to participate in the motivation survey.

The dependent variable of the study was productivity of the workforce, and independent variables were attitude, reward, recognition, career advancement, and job security. After collection with the help of the questionnaire, the research data was analysed using SPSS software. The findings of the data analysis provided important insights of workforce motivation strategy being implemented in companies of the apparel industry of the UK. It has been found that experience of employees can affect their motivation levels as the response to actions taken by management. Moreover, clear description of job has been found as a significant factor of motivation. A clear description of job can explain exactly what an organization require from its workforce, and what their duties are. The high percentage of agreed respondent reveals the importance of clear job description for better performance of the workforce. Another important factor of motivation has been found to be the opportunities of career growth. Most of the survey participants were strongly agreed that they feel motivation when management provides them opportunities of career growth. Positive changes in an organization bring improvements in the work environment, job description and work hours etc, and have been found to be another significant factor of motivation. In addition, the findings of the data analysis highlight the importance of career development opportunities for the workforce motivation and productivity, as the result. Ninety percent of the survey participants informed that they are provided opportunities of career development; therefore, they feel motivation to work hard and increase their productivity.

Clear communication between employees and management has been found to be another important factor of motivation. Clear communication is particularly important for the description of job duties. It becomes difficult for employees to understand the requirements of their job duties if not provided with clear communication. A comfortable and inspiring work environment has been found to be another factor of motivation. Workforce motivation is strategically focused in almost all kinds of organizations; therefore, management must understand the significance of working environment to increase the productivity of its workforce. Finding of the current research reveal that a significant number of the participants informed that their work environment was comfortable and pleasant; while, twenty percent of them informed that it was extremely pleasant. Competitive salary has been found to be effecting the motivation of workforce significantly that is being used by managers of workforce in the apparel industry of the UK. The results show that the companies of apparel industry consider salary to be an important factor of motivation to increase productivity.

According to the findings of current research satisfaction of

employees with job expectations has been found to be another important factor of motivation. A significant number of the survey participants from apparel companies of the UK were agreed that they feel motivation to work hard because they were satisfied with the job expectations. Reward has been revealed as another important factor of employee motivation at apparel companies of the UK. Most of the survey participants were agreed that they receive a reward from the management of their company on successful completion of a task or project. Findings of the research show that management of sample companies of the apparel industry assist and encourage their workforce to continue education and develop their skills and knowledge. In addition, it has been found that expectations and goals of the organization are communicated properly with the workforce; therefore, they can perform their job duties in a better way. Assurance of job security has also been found as a significant factor of motivation for the employees of apparel companies.

Theoretical and empirical analysis of the survey revealed the importance of motivation factors to affect the productivity of the workforce in the apparel industry of the UK. It has been found that organizations of apparel companies use various motivational factors, such as reward, good salary, clear job description, health work environment, to motivate workforce to increase its productivity. The findings of the survey showed that employees of apparel companies feel motivation to increase their productivity due to motivational factors, used in the current research. The factors of motivation have been found to be significantly affecting the performance and productivity of the workforce of the apparel industry of the UK.

Final Conclusion:

The findings of the research have significant recommendations for the managers of companies in the apparel industry of the UK, and other organization in general. It has been found that employee motivation is among the major issues faced by organizations, therefore, should be considered particularly if an organizations want to increase its productivity and to enjoy competitive advantage. It is obvious from the research findings that a worker may be doing his/her job duty, but it is not possible to achieve significant success if not willing to work with enthusiasm or motivation.

Current research has included limited number of independent variables that can effect workforce motivation; however, it can be further explored y using some other variables, such as relationships with leadership and participation in decision making process etc.

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