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Research Article

Application of Garret's Score Technique to Rank the Drivers of Employees' Motivation in Order to Adapt Motivational Strategies and Levers: Case of Kilo Moto Mining Company

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Abstract

In contemporary organizational management, the issue of workplace motivation has emerged as a significant challenge for managers. Consequently, it is essential for managers to develop strategies that effectively motivate employees, thereby ensuring their engagement and productivity. The effectiveness of these strategies depends on data derived from employees' personal experiences regarding motivation. The present study entailed a systematic ranking of motivational factors based on their perceived importance and relevance to the respondents, using Garret's Ranking Technique. The findings of this study were intended to support managers by providing insights into tailoring motivational strategies and levers. This, in turn, would contribute to enhancing the organization's overall performance. The target population consisted of all SOKIMO workers. The sample size included 174 employees, and respondents were selected using a convenience sampling method.

The results of the study indicate that remuneration and benefits are the most significant motivational factors in the workplace. While financial incentives and benefits were identified as key elements in the expectations and motivation of SOKIMO employees, the research also highlighted other important factors, listed in order of significance. These factors include recognition, working conditions, career development opportunities, leadership, job security, sense of purpose and accomplishment or achievement, work-life balance, and sense of belonging and social connection at work. The tendency observed among SOKIMO's employees to prioritize extrinsic factors can be attributed to the challenging socio-economic environment facing the workforce, particularly due to the repercussions of inadequate corporate governance that has persisted for over two decades. To motivate the workforce effectively, it is imperative that SOKIMO management should tailor motivational strategies and levers in accordance with the relative prioritization of relevant drivers of employees' motivation. This approach necessitates an investment in extrinsic motivation in the short term and, concomitantly, intrinsic motivators in the long run, as emphasized by the findings of this research.

Introduction

In the contemporary business environment, characterized by intense competition and complexity, the issue of employee motivation has assumed paramount importance. It plays a pivotal role in determining the success or failure of a business in such contexts. The concept of work motivation can be delineated as a process that galvanizes, directs, energizes, and sustains the behavior of individuals towards the accomplishment of organizational goals [1]. The four fundamental characteristics or elements of motivation are the initiation of behavior, the direction of behavior, the intensity of behavior, and the persistence of behavior. Motivation is a multi-faceted phenomenon that exerts a significant influence on employee performance and satisfaction. The most successful companies are those with the most motivated employees [2]. This assertion is further substantiated by the documented link between motivation and enhanced performance [3-5]. A seminal study by the Harvard Business Review revealed that motivated employees exhibit a productivity surge of 31% in comparison to their less motivated counterparts. The afore-mentioned study identified several characteristics that define a motivated employee, including high productivity, the ability to produce high-quality work, a strong sense of urgency that enables effective management of high-pressure situations, and a high level of personal involvement in their work. In the context of organizational behavior, the manager's primary function is to stimulate individual motivation, thereby aligning it with the objectives of the organization.

Problem Description

In the contemporary business environment, motivation among employees has become a salient issue, with many organizations facing challenges in maintaining high levels of commitment among their workforces. A recent study by the Gallup Institute has highlighted global concern in this regard. While the prevalence of engagement varies significantly across different regions, the study found that only 23% of employees worldwide consider themselves engaged at work. This indicates that a substantial proportion, 62%, are classified as non-engaged, and a significant 15% are actively disengaged [6]. This phenomenon is not exclusive to Congo; SOKIMO, the subject of this study, is a prime example of this trend. The company has been facing financial instability for over two decades, a situation that has had a significant impact on its administrative and social



dynamics [7]. Notwithstanding the endurance of this circumstance, it is noteworthy that employees continue to rally around their organization. On the other hand, the recurrence of employee protests suggests a growing sense of discontent and dissatisfaction among employees of SOKIMO.

The factors that influence motivation and commitment in the workplace have been the subject of study by numerous researchers Herzberget al., 1959 [5,8-11]. The present study is mainly grounded in Frederick Herzberg and Abraham Maslow's works on motivation. Herzberg pioneered a two-factor model of workplace motivation. This model, also known as Herzberg's motivation-hygiene theory, is predicated on the idea that the presence of one set of job characteristics or incentives leads to job satisfaction, while another separate set of job characteristic leads to job dissatisfaction (Herzberget al., 1959). In fact, Herzberg's conceptualization encompasses both "motivators", which he defines as intrinsic factors, and "hygiene" factors, which he characterizes as extrinsic factors. The "motivator", also called motivating factors or job satisfiers, according to Herzberg, pertain to characteristics that engender job satisfaction, whereas the "hygiene" factors, also called job dissatisfiers, are characteristics that engender job dissatisfaction. Furthermore, motivators relate to the content of the work itself and the manner in which the individual perceives their role and responsibilities. The concept of motivation factors is predicated on the notion that humans seek to enhance their self-actualization needs, a pursuit that can only be fulfilled through the modification of job content [12]. On the contrary, hygiene factors are not directly related to the content of a job, rather are associated with the work environment or context in which the work is performed. According to Herzberg, the most significant factors are intrinsic, as they originate from an individual's inherent desires. Conversely, Maslow's theory, popularly termed Maslow's hierarchy of needs, has categorized human needs into five broad categories, ranging from primary needs, which are of vital importance and directly linked to an individual's survival, to higher-order needs, encompassing an individual's most exalted aspirations. According to Malow, 1943, the five levels of hierarchy of needs include physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs, with each level of needs building upon the previous one. Maslow's hierarchy of needs provides a model for understanding what drives people to behave in the way they do. This understanding can be helpful in a variety of ways, such as designing workplaces that are motivating for employees [13].

Despite the significant contributions made by the studies of Abraham Maslow and Frederick Herzberg, whose theories remain among the best known in the field of motivation, it is not easy to relate their models to organizational practice, which obeys the logic of context (Jones, 2019). Some researchers have suggested that the order of needs or factors may vary according to individuals and cultures (Smith et al., 2021; Brown, 2020). In other words, motivational levers are not the same in all contexts or cultures. In organizational settings, the onus is on the manager to optimize the potential of their employees. A recent Gallup [6] attributes 70% of employee commitment to the manager. Nevertheless, the task of motivating individuals to engage in desired behaviors or perform optimally, even in trying circumstances, represents one of the most challenging enduring and slippery issues for those involved in human resources management [14]. In this respect, Ford and Sturman [15] pointed out that the company's challenge is to discover what needs and rewards fit employees' motivation requirements.

Accordingly, it is vital for managers and human resources professionals to identify employees' needs and the importance they ascribe to these needs from a subjective perspective, since being aware of employees' needs in a specific organization and context is useful in predicting and interpreting their motivations [16,17]. This understanding will naturally enable managers and human resources professionals to select the most suitable tools with which to motivate employees, thereby ensuring the achievement and maintenance of elevated levels of motivation.

Objectives of Research and Significance

The present study sets out the methodology for the application of Garret's score technique to rank the drivers of employees' motivation, thereby enabling managers to adapt motivational strategies and levers in their organization.

The specific objectives of the study are as follows:

1. To ascertain the factors that fulfil employees' motivation requirements.
2. To rank the drivers of employees' motivation based on their respective relative importance.
3. To formulate recommendations for managers to adapt levers for employees to excel at work.

Materials and Methods

This study was carried out in Bunia town where is located the HQ of SOKIMO (Societe Minière de Kilo Moto), a Sole-Shareholder Public Limited Company (SAU). The targeted population comprised employees of SOKIMO Company. Primary data were collected through a questionnaire from a sample of 174 employees of SOKIMO company. Online sample size calculator was used to determine the above sample size (Medallia,n.d.). Respondents were selected using a convenience sampling method. However, due to the prevailing insecurity in some areas where the SOKIMO employees were based, the search was limited to the town of Bunia. The survey took place between June and August 2024.

The study used a quantitative approach to entail systematic ranking of the motivational factors based on their perceived importance and relevance to the respondents. In this regard, Garret's Ranking Technique was applied. The main advantage of this technique over a simple frequency distribution is that factors are ranked according to their perceived critical importance from the respondents' perspective. It allows managers to adapt their motivation strategy and levers.

Data was analyzed in MS Excel. The following formula was applied to calculate percent position.

Where:

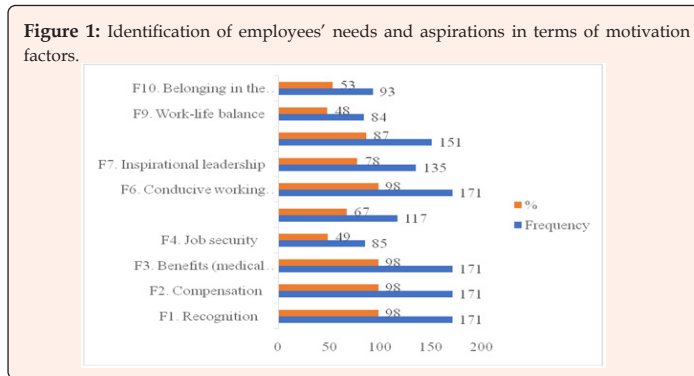
$$Percent\ Position = \frac{100(R_{ij} - 0.5)}{N_j}$$

1. R_{ij} = Rank given for the i th variable by j th respondents
2. N_j = Number of variable ranked by j th respondents

The percent position estimated was converted into scores by referring to the table given by Garret and Woodworth [18]. Then, for each factor, the scores of each respondent are added and the total score and the mean score are calculated. The factor with the highest mean score is considered the most important factor and so on.

Presentation of the Findings

Figure 1 shows key factors identified through analysis of responses from respondents to the question "From your own personal experience, based on your own needs and aspirations, what are the key factors in the workplace that enable you to excel and go the extra mile at work?". The ten key factors identified included conducive working environments, recognition and benefit endorsed by 98 % of respondents, (2) career development opportunities by 87 % (3) inspirational leadership by 78 %, (4) sense of purpose and accomplishment or achievement by 67 %, (5) sense of belonging and social connection in the workplace by 53 %, job security by 49%, and work-life balance by 48 % of respondents.



Source: Survey in the field, 2024.

Table 1: Motivational factors in order of importance from respondents’ perspective.

Prioritization of factors (from 1st to 10 th)										
Factors	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	9 th	10 th
F1. Recognition	26	27	41	34	16	17	2	8	0	0
F2. Compensation	110	49	10	2	0	0	0	0	0	0
F3. Benefits (medical care, transport allowance, housing allowance, family allowance, employer’s contribution to employees’ social security, etc.)	35	75	43	18	0	0	0	0	0	0
F4. Job security	0	2	8				17	33	25	
F5. Sense of purpose and accomplishment and achievement						34	59	16	8	
F6. Conducive working conditions		8	43	75	37	8				
F7. Inspirational leadership		10	8	8	41	26	25		17	
F8. Career development opportunities,			16	34	69	32				
F9. Work-life balance						27	8	25	16	8
F10. Sense of belonging and social connection in the workplace			2					17	16	58

The Table 1 above illustrates the frequency with which respondents assigned rank to the factors they considered to be priorities in their respective contexts. The respondents replied to the question “please rank the factors based on how important they are to you”. In the table, 1st to 10th represent priorities in descending order.

The Garret table (Table 2) was utilized to convert the value orders into Garret scores for each position, calculated as a percent associated with a rank.

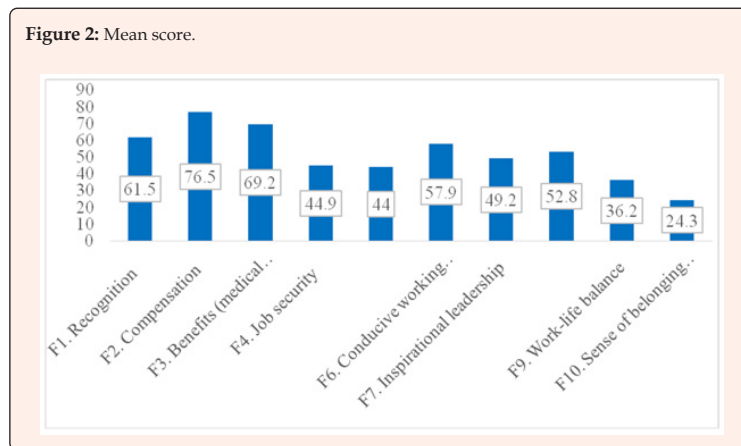
Table 2: Percent positions and Garret scores.

S/N	Formula = 100(Rij-0.5)/Nj	Calculated percent positions	Garret values/scores
1	100(1-0.5)/9	5	81
2	100(2-0.5)/9	15	70
3	100(3-0.5)/9	25	63
4	100(4-0.5)/9	35	58
5	100(5-0.5)/9	45	52
6	100(6-0.5)/9	55	44
7	100(7-0.5)/9	65	48
8	100(8-0.5)/9	75	37
9	100(9-0.5)/9	85	29
10	100(10-0.5)/9	95	18

Table 3: Factor ranking calculations based on the frequency of factors and the garret values.

Factors	Total score corresponding to rank assigned to each factor by respondents										Total score	Mean score	Ranking
	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	9 th	10 th			
F1.	2106	1890	2583	1972	832	748	96	296	0	0	10523	61.5	III
F2.	8910	3430	630	116	0	0	0	0	0	0	13086	76.5	I
F3.	2835	5250	2709	1044	0	0	0	0	0	0	11838	69.2	II
F4.	0	140	504	0	0	0	816	1221	725	0	3406	44.9	VII
F5.	0	0	0	0	0	1496	2832	592	232	0	5152	44	VIII
F6.	0	560	2709	4350	1924	352	0	0	0	0	9895	57.9	IV
F7.	0	700	504	464	2132	1144	1200	0	493	0	6637	49.2	VI
F8.	0	0	1008	1972	3588	1408	0	0	0	0	7976	52.8	V
F9.	0	0	0	0	0	1188	384	925	464	144	3105	36.2	IX
F10.	0	0	126	0	0	0	0	629	464	1044	2263	24.3	X

Table 3 shows the Garret score for each rank obtained by multiplying the calculated frequency of a motivational factor (Table 1) with the Garret value (Table 2) corresponding to the calculated percent of the rank assigned by the respondents to the factor concerned.



The findings of this research revealed that compensation (13,086, mean = 76.5) and benefit (11,838, mean = 69.2) were the most crucial elements in the intricate dynamic of employees' motivation at SOKIMO, respectively. However, financial remuneration and social benefits emerged as just one component of a broader spectrum of motivational drivers. The remaining elements, namely recognition, working conditions, career development opportunities, inspirational leadership, job security, sense of purpose and accomplishment or achievement, work-life balance, and sense of belonging and social connection in the workplace, were ranked 3rd, 4th, 5th, 6th, 7th, 8th, 9th, and 10th, respectively, in driving a motivated workforce in the perspective of respondents (Figure 2).

Discussion of Research Findings Employees' motivation needs

This study has identified the ten (10) significant drivers based on employees' motivation needs and aspiration. They include in descending order compensation, benefits, recognition, working conditions, career development opportunities, inspirational leadership, job security, sense of purpose and achievement, work-life balance, and sense of belonging and social connection in the workplace. Understanding motivational factors is of crucial importance for companies. Putra et al. [17] supported the

argument that determining the needs of employees was pivotal in enhancing motivation. For him, the most appropriate motivation tool is chosen based on the employees' needs to ensure the optimal fulfilment of these needs. For instance, Rachara [19] posited that a comprehensive understanding of the factors that motivate employees can facilitate the development of appropriate compensation strategies by human resources professionals and organizational leaders. The motivational drivers identified in this research are consistent with broader theories of motivation. For instance, Herzberg's two-factor theory highlights the significance of extrinsic factors, such as financial reward and social benefits, in preventing dissatisfaction, and of intrinsic factors in promoting job satisfaction [20]. Maslow's hierarchy of needs theory underscores that a comprehensive understanding of employees' needs, both at the bottom and at the top, enables managers and leaders to craft a work environment that caters to diverse levels of employee motivation, thereby fostering heightened satisfaction and productivity [8].

Prioritizing motivational needs to adapt strategies and levers

This study also found that respondents ranked external factors (such as compensation and benefits) as the most significant but did not neglect intrinsic motivators (such as recognition, sense of purpose and achievement, sense of belonging and social connection)



among the top 10 motivational drivers. Contrarily to Herzberg, this result supports studies that have found hygiene (external) factors more effective in motivating employees.

The respondents' tendency to prioritize extrinsic factors over intrinsic ones may be attributed to the socio-economic precariousness that employees of SOKIMO have been grappling with for over two decades. Recently, the SOKIMO staff union revealed that employees of SOKIMO had an accumulated total of 118 months of unpaid wages and social security contributions [21]. In the context of economic crisis, research conducted by Naziret al. [22] indicated that extrinsic factors, particularly those associated with monetary compensation, are becoming increasingly salient. Studies suggest that extrinsic rewards can be effective in increasing motivation and performance in the short term. On the other hand, intrinsic drives are a more sustainable and long-term form of motivation, as they are driven by personal interests and values [23-26].

Motivational strategies and levers

The study found that employees' motivational needs comprised of both extrinsic and intrinsic factors, although compensation and benefits were perceived as the most significant considering their current context. The existing literature offers substantial evidence in support of the dynamics and integration of extrinsic and intrinsic motivations in strategies that result in improved job satisfaction, higher productivity, and enhanced organizational performance. In this regard, Pandya's work [23] is particularly noteworthy, in that it recognizes the intricate interplay between intrinsic and extrinsic motivation. It asserts that the strategic incorporation of both significantly enhances motivation and organizational performance in a sustained manner. Kalhoriet al. [27] observed that extrinsic and intrinsic factors have their own value and providing employees with both, resulted in elevated motivation of bank officers in Pakistan, which improved productivity and enhanced organizational performance. The merit of combining intrinsic and extrinsic factors to elevate levels of motivation in the workplace was advocated as early as 1968 by Porter and Lawler [11]. It has the potential to engender a workplace culture in which employees are driven not only by external rewards but also derive personal satisfaction and purpose from their work [23].

Conclusion

The objective of the study was to identify and prioritize key motivational drivers, as perceived by the respondents. The methodology entailed a systematic ranking of the motivational factors based on their perceived importance and relevance to the respondents. The study was supported by a case study of Kilo Moto Mining Company in Bunia (Democratic Republic of the Congo). To this end, Garret's ranking technique was applied to analyze the primary data collected through a questionnaire [28-31].

The results showed that remuneration and job benefits are the most important motivational factors valued by employees in the context of SOKIMO, which is characterized by a precarious financial situation that affects its administrative and social situation, with one hundred eighteen months of salary arrears for all employees. Other factors considered important by employees, in order of importance, include recognition, adequate working conditions, career development opportunities, inspirational leadership, job security, sense of purpose and achievement, work-life balance, and sense of belonging and social connection in the workplace.

Given the results of this study, SOKIMO's management should first address the extrinsic motivators that are appropriate for the purpose, including but not limited to providing regular compensation (pay, benefits and other employee perks), creating appropriate working conditions, providing opportunities for career development

and advancement, and fostering inspirational leadership, and ensuring job security. Concurrently, promoting long-term motivators, especially recognizing good work, cultivating sense of purpose and accomplishment, ensuring a healthy work-life balance, and building sense of belonging and social connection in the workplace should not be overlooked.

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