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Everyone's Smart University

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Project Leadership

Impact of Workers Motivation on Project Quality

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INTRODUCTION

Background information

The primary desire of project managers is to implement and complete a project to the customer's quality standards and within the budgeted funds and time limit. It is important to note that a project comprises interdependent and interconnected activities and practices that consume resources. According to Project Management Institute (PMI), project quality refers to a set of activities and processes that determine quality objectives, responsibilities, and policies. The project will meet the customer's needs and strive to exceed their expectations. The dimensions of project quality consist of time, scope, and budget or cost. A project manager should project the time needed to complete the whole project using techniques such as the critical path and PERT chart. The scope can be viewed as all the tasks necessary to finish a project. A project consumes a lot of resources. Thus, the project managers must estimate the costs, budget and control these costs to execute the project within the budget.

Problem

In the contemporary world, employees are becoming more and more dissatisfied due to an unsatisfactory working environment characterized by a downward economic spiral. There is stiff competition and uncertainties in the corporate world of business. For example, low purchasing power and the challenge devaluation of the dollar make it difficult for employees to make ends meet. These circumstances have made it more and more challenging to motivate workers (Lawal, 2016). The stiff competition means consumers demand high-quality products, which is only possible if the enterprise has highly talented, rewarded, and motivated employees working in a cooperative environment. In other words, employee's cooperation requires so much motivation (Lawal, 2016). However, motivating employees can be challenging since they are animate. Thus, they can react, think, refuse, or revolt to act.

Objectives

- 1) To determine the impact of the work environment on workers/employee's motivation.
- 2) To determine the impact of remuneration on workers/employee's motivation
- 3) To determine the impact of training on workers/employee's motivation

LITERATURE REVIEW

Herzberg's motivation

Herzberg's motivation-hygiene theory, also known as the two-factor model or theory, suggests that some factors within the business enterprise can potentially result in employees' job satisfaction. On the contrary, there are other distinct set of factors that may cause job dissatisfaction (Herzberg et al., 2017). Frederick Herzberg, a psychologist, developed this model by placing importance on the fact that employees' job dissatisfaction and satisfaction act separately (Herzberg et al., 2017). Also, Herzberg suggests that hygiene factors do not always act as a motivational factor to the workers but are required to prevent the workers from becoming dissatisfied. According to Herzberg, the motivating factors also referred to as satisfiers, are predominantly intrinsic employment components that result in satisfaction, including recognition, achievement, responsibility, nature of work, growth, and advancement (Herzberg et al., 2017). In essence, the motivating factors primarily relate to the job itself rather than the "carrot and stick incentives." Intrinsic motivation entails the psychological needs of an individual for recognition and growth (Herzberg et al., 2017). It is essential to acknowledge that the absence of these factors does not necessarily cause a high degree of employee dissatisfaction. Still, when present, they create or build a high degree of motivation among workers resulting in better performance.

Empirical review

Work environment can also be viewed as the maintenance factor. Hygiene factors primarily consist of the love needs and the physiological safety from Maslow's hierarchy of needs. These factors do not necessarily have any direct relation to the job.

Instead, they are related to the conditions or environment that surrounds undertaking the job itself. They are the extrinsic components of the work environment. It is essential to note that hygiene factors are also referred to as dissatisfiers since they serve mainly to dissatisfy workers when they lack in the work environment (Herzberg et al., 2017). However, these hygiene factors do not necessarily result in solid motivation among employees (Herzberg et al., 2017). Hygiene factors include the company policies and administration, working conditions, salary and benefits, relationship with supervisors, job security, and relationship with subordinate and peers, and personal life. Therefore, these factors can cause a reasonable level of satisfaction among employees (Herzberg et al., 2017). It is imperative to recognize that a combination of high motivation and hygiene factors can cause an ideal scenario where workers are highly motivated and almost no complaints.

The concepts of Herzberg's motivation-hygiene theory have been widely accepted amongst scholars and literature as the relevant factors to motivate the workers to offer quality performance. Additional research on this topic has revealed that workers are more motivated by the intrinsic elements of the job, as suggested by Herzberg's motivator needs. For example, Development Dimensions International interviewed 1000 workers from firms employing more than 500 employees (Harding & Long, 2017). The survey findings indicated that more than half of the interviewed staff are bored with their work, searching for other jobs, and lacked commitment. The results further showed that the primary reasons employees are bored with their jobs include a lack of opportunities for growth and advancement and a scarcity of incentive jobs with good salaries and benefits (Harding & Long, 2017). Low remuneration reduces employee morale. Employees preferred more challenging and exciting jobs. Also, it is essential to understand that training positively impacts employee performance by influencing engagement to adjust the process and innovation for better performance.

METHODOLOGY

Research Philosophy

Interpretivism was used in this study. The advantage of this approach is that it allows for different viewpoints, which is essential for producing credible outcomes. In essence, the researcher has access to varying aspects of reality. It is important to note that interpretivism incorporates human interest into the research. The approach assumes that access to reality is only via social constructions such as consciousness, language, instruments, and shared meanings.

Research Approach

The deductive research approach is usually linked to scientific investigations. The scholar primarily studies what other researchers have done previously, reads the existing theoretical models of the phenomenon being studied, and tests the hypotheses from the theories.

Research method

The quantitative research approach emphasizes objective measurements and numerical, mathematical, or statistical analysis of data gathered through questionnaires, surveys, and polls. The advantages of quantitative research methods include; can be checked and tested and involves straightforward analysis.

Population/case study

The study selected a total of 12 participants from our gym employees. The participants comprise 8 staff members and 4 management staff due to the need to collect data from personnel from various disciplines and with varying knowledge and experience in the banking industry. Notably, the study utilized the purposive sampling technique to select the population sample (Johnston et al., 2019)

Data collection and Analysis

The study used the questionnaire to gather data from the respondents. However, an interview was conducted for the employees' supervisors and managers to help access their educational qualifications and experience. The interview provided in-depth

knowledge for the researcher on the nature of questions to be included in the questionnaire for better comprehension by the respondents. The data for this research were analyzed using the SPSS tool.

RESULTS AND DISCUSSION

Response rate

It is difficult to define an exact percent above which the response rate is considered acceptable since this depends on many other factors. However, an acceptable and attainable rate for a good research would be 65 percent for self-completion questionnaire and 75 percent for interviews. For the current research, the response rate was adequate enough at 83% for successfully completed Questionnaires (Table 1)

Table 1: Response rate

	Total number of participants	Successfully completed Questionnaires	Questionnaires with errors
Participants	12	10	2
percentage	100%	83%	17%%

Demographics of the respondents

Nationality

A majority of participants in this study were Saudi Arabian (KSA) citizens 9 (75 %) while others were from foreign countries 3(25%). The high number of KSA citizens who participated in the study aided the researcher obtained more accurate information from people who understand the employees' behavioral dynamics.

Gender

In this study, the number of male participants was more (76%) than the female (33%) participants (table 2).

Table 2: Gender distribution of respondents

Gender	Frequency	Percentage (%)
Male	8	67
Female	4	33

Age

Further noted that employees from our organization were mostly aged between 30 and 42(45%). Employees who are between the age of 50 and 65 are the minority accounting for only 10 percent of the sample population. During the study, there were no employees above the age of 65 years.

Research findings

According to the table 3, remuneration factors (4.3), Employment environment (4.0) and training \$development (3.3) were opined as the most important motivational factors. The rating was based on a 1-5 likert scale where 1 implies least important while 5 meant most important.

No	Motivational Factor	Rating
1	Remuneration factors	4.3
2	Training \$ development	3.3
3	Employment environment	4.0

CONCLUSION

In conclusion, motivational factors that include remuneration factors, Employment environment, and training \$ development (are crucial for ensuring that projects are completed successfully. However, leaders should invest on more research to understanding other types of motivational factors that can be significant

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