

**THE ROLE MOTIVATION ON EMPLOYEES WORK PERFORMANCE IN  
PUBLIC ORGANIZATION: A CASE OF NATIONAL DEVELOPMENT  
CORPORATION**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTERS OF HUMAN  
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**CERTIFICATION**

I, the undersigned certify that I have read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled *“The Role of Motivation on Employees work Performance in Public Organization: A Case of National Development Corporation”* in partial fulfillment of Masters of “Human Resource Management of the Open University of Tanzania.

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Dr. Chacha Alfred Matoka

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I, *Jenifer Faraji*, declare that the dissertation entitled“ *The Role of Motivation on Employee Work Performance in Public Organization” A case of National Development Corporation (NDC)* is my original work carried out by me under the guidance of my supervisor and is the result of my own independent work / investigation, except where otherwise stated, Other sources are acknowledged by giving references. A reference list is appended. This had not been presented for award if any academic qualification in any Higher Learning Institution

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Date

**DEDICATIONS**

To my lovely young sisters “Edna, Joyce, Grace and the family of Mr. Chibalula for their unconditional love and unwavering support in my education achievement, may they live longer and God bless them.

## **ACKNOWLEDGEMENT**

The support, guidance and encouragement of the following individuals are gratefully acknowledged, because without their support this dissertation would not have been successfully completed. Special thanks go to my supervisor Dr. Chacha Alfred Matoka and my fellow students for sharing his knowledge and giving professional support and guidance. I would like also convey my appreciation the management and staff of NDC for giving me the opportunity to conduct this study at their organization.

All my family and friends for their support and prayers, especially aunt Simiyuga, for her constant encouragement, assistance and support without forgetting lovely parents, my father and my mother who laid the foundation for me to reach this stage in my academic career.

To God Almighty for blessing me with the wisdom, strength, courage and determination to reach for the goals I wish to achieve.

## **ABSTRACT**

The study was conducted to assess role of motivation on employee work performance in Public organization based on the National Development Corporation as a case study. The study covered aspects of motivation, and work performance and relationship between motivation and employee performance in NDC.

The study was descriptive covering a systematic sample of 30 respondents drawn NDC employees. Data collected through structured questionnaire was analyzed using descriptive and inferential statistical tools. The study found out that the organization uses many different tools to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. However, the study also found out that NDC does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the organization does not carry out training of its employees.

The study found out that motivation is the major factor that affects the level of employee performance. This is because when the respondents were asked about whether motivation is the most important factor in employee performance, 73% of them agreed. Also the findings revealed that motivation makes employees do extra tasks for better performance and that there is a direct strong and positive relationship between employee motivation and the performance of NDC staff.

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**LIST OF ABBREVIATIONS**

NDC : National Development Corporation

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background of the problem

The role of motivation on employees work performance in public organization has been developed throughout the world during the era of human resource management as a tool which proposed to promote the organization's efficiency and performance. Motivation plays a key role in employees' job performance in any organization Calder (2006). The employee's motivation has been a long concept in human resource management and has drawn more attentions as a central research topic for scholars and practitioners Calder (2006). As a result, a lot of theories and approaches have developed in order to explain the nature of employees' motivation in the private and the public sector. However, most of the previous studies on the role of motivation on employees' job performance descend little of practical application or offer it only for the private sector. The problem is that with the effects of the latest financial crisis governments need today, more than ever before, practical ways that can help motivate public employees to be productive and get "more for less" Robbins, *et al.*, (2007).

The need of motivation in the working place in public organization has been enlarged the terrifically because of the increases of many employers both in private and public sectors. In Tanzania the level of employees' performance has asserted to be on employees' actual skills and payment, but on the level of motivation the less attention has paid. Therefore, productivity and retention of employees are considered as functions of employee working environment and nature of work Lord, (2002).

Motivation sources also exercise influence on factors such as employee turnover, as well as job satisfaction and organizational commitment Mitchell, *et al.*, (2001).\

According to Armstrong, (2007) one of the most fundamental concern when the company or organization wants to achieve good work performance is to understand how to motivate its employees. As such therefore, it is important to understand the factors that motivate people and how such factors are to be employed. It is important as well to understand different theories which are in line in explaining the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet their objectives and performances. Indeed, Armstrong, (2007) outlined four theories which are useful in explaining the process of motivation namely; instrumentality theory, the needs theory, the process theory and Herzberg's two factors model. It is believed that many employers use different motivation techniques so as to increase staffs commitment level. On the other hand Harrison and Kessels, (2004) argued that in explaining employee motivation it is important as well to understand the agency theory as it explains the extent to which organizations need to think of their human resource responsible in producing the output needed by organizations to meet shareholders value.

Human Resource Managers most often fulfill their organizational goals through the work of employees. Therefore, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of four variables: ability, understanding of the task, environment, and motivation Mitchell,

(2000). The human resources and their management staffs are the source of competitive advantage for the business, rather than access to capital or use of technology. It is therefore logical to suggest that, attention needs to be paid to the nature of this resource and how the management assures staff performance through motivation schemes because motivation affects human resource behavior and performance and consequently the performance of the organization.

It is important to understand that commitment flexibility and quality of work has called for attention for employees' motivation. According to Paul and Marc, (2007) an approach to mediate the employment contract, elements of human resource strategy can offer a way of ensuring an efficient transaction process that enables both parties to get committed towards the fulfillment of each other needs. Accordingly, in order to perform well employees need to have the knowledge and tools that are required for the job as well as the will to do what is asked from them. Therefore, motivation can be generally equated with action and the understanding of motivation unfolds to be a key to the success of any public organization. And indeed a special motivation theory, called Public Service Motivation, has conceptualized to explain how public employees differ from private workers in the level and type of their intrinsic desire to work and serve. Thus, public sector employers must motivate their employees to perform at the highest levels of productivity and effectiveness and get "more for less" Porter, (2003).

Numerous studies have often used as an indicator for the importance, interest, and trends of certain subjects. In that sense, motivation is clearly a hot topic. There is good number of research articles and books that incorporated the word "motivation" in their

title. That is, managers across-the-board strive to achieve organizational goals by increasing efficiency and effectiveness. Although many factors contribute to productivity, employee performance is viewed to be the most influential one Mitchell, (2000). Work motivation does not determine employee's level of performance, but it does influence his/her effort toward performing the task Bruton, (2009). The role of motivation in performance can be summarized in the following formula: *Performance = Ability x Understanding of the task x Motivation x Environment*. However, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. And last, employees need to work in an environment that allows carrying out the task, for example by allocating sufficient resources Mitchell, (2010).

The fundamental problem, dealt with is what are theories of motivations applied at National Development Corporation? What are the most important motivational issues for NDC employees work performance? By focusing on these motivations, what are their impacts towards the work performance, final problem under this research is that what the management should do in order to make comfortableness altitude for staff of NDC.

### **1.2 Statement of the Problem**

This study was motivated due to the need of human resources management in public organizations, as the organizations have to be managed effectively and efficiently. The rapid increase of the number of public organizations, degree of competition and the required increase in employees turnover and costs of employees replacement

have forced public organizations to aggressively compete for employees. These issues and problems demand that public organizations continually assess its internal processes and capabilities if it is to remain competitive. According to Armstrong (2007), human resources management can positively affect contribute to public organization performance. However in Tanzania there are few studies which investigated about this topic, example Mbaza(2011). On other hand to assess the role of motivation on employee's work performance has been an interested topic for both private and public sectors. Ghafoor (2011) argued that employees motivation is the most important practice in any organization. On additional to that Lather and Jain, (2005) proposed that motivated employees are the basis of any organization performance, because they possess an awareness of specific goals that must be achieved in particular ways and they therefore direct their efforts towards achieving such goals.

Many organizations especially public organizations have for a long time been blamed for having poor staff motivation schemes resulting to poor corporate performance and hence failure to reach such organizations' business objectives. The problem is that motivating public employees is easier said than done. Public workers have a reputation for being lazy and lethargic Wilson, (1994), Wright, (2001) and managers' room for maneuver is apparently very little, due to rigid civil service laws.

To assess the role of motivation on employees' work performance in National Development Corporation (NDC)-Tanzania, the role of motivation should be critically elaborated in this study. However, the assessment of the role of motivation on

employees work performance in Tanzania has not cited by many researchers though have attempted to discover the causes of employee job satisfactions to human resource management. Therefore, to assess the gap that exist to the role of motivation on employees work performance in public organization is the need of this study.

### **1.3 General Objectives**

The general objective of this study was to assess the role of motivation on employees work performance in Public organization, based in National Development Corporation

### **1.4 Specific Objectives**

The following research questions guided this study

- i. To determine the methods used by employers to motivate employee in public organization,
- ii. To examine the role of motivation on employee work performance in public organization,
- iii. To identify how motivation link with employee work performance
- iv. To examine the relationship on how motivation theories are employed to achieve work performance.

### **1.5 Research Questions**

Based on the research topic, the objectives stated above this research shall be guided by the following vital questions;

- i. What are the methods used by employer to motivate employees in public organizations?
- ii. What are the impacts of motivation to employee work performance?
- iii. What are the relationship between motivation and work performance?
- iv. Which motivation theory has direct relationship to employee work performance?

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

This study will be very important to bring out the information on the effective, motivations at National Development Corporation as well as different organizations. Criteria used in Motivating Staff, Importance of motivations in relation to the performances will be well analyzed. Furthermore, the study will add body of literature on understanding the topic, not only to employees but also to different stake holder such as employers will be benefited to this study as will make possible to compare the motivations incentives offered at National Development Corporation with other Corporation. Also the study will help the organization to re-structure the motivations criteria, and flourish the motivations environments and be able to consider important factors in motivating employees. To future researchers, this study will intend to spur more researchers within the staff motivation related matters. To managers and administrative officers especially those who deals with human resources, its results is intending to come up with recommendations which, when read will be very useful for staff motivation matters.

### **1.7 Limitation of the Study**

This study was conducted at one public organization in Dar es Salaam and the type of sample utilized was considered appropriate due to the nature of the population. Due to the fact that a convenience sample was used, the findings cannot be generalized and compared to the five other public organization within Dar es Salaam region and therefore would be low in external validity. The sample included employee at all levels within the organization. Given the case study nature of this investigation, results of findings may be specific only to the department where the research was conducted and may not be generalized to the other public organization. However, financial and time constraints were another limitation of the study.

### **1.8 Delimitation of the Study**

The sample consists of civil servants employed within the Organization. Generalisability of the results of the study is problematic as the study conducted in only one public development organization in Dare es Salaam region. Consequently the results of the study cannot be inferred to other similar public organization and hence, the external validity of the study may be compromised.

For the respondents, the selected variables contributing on the role of employee performance might not be the only contributing factors that are important. Other variables such as role ambiguity, job level, contingent rewards and other work-related factors have not been investigated. Hence, the internal validity of the study will adversely be affected. Therefore, any conclusions emanating from the research are somewhat tenuous.

## CHAPTER TWO

### 2.0 LITERATURE REVIEW

#### 2.1 Definition of Key Concepts

##### 2.1.1 Motivation

The word motivation is coined from the Latin word motus, a form of the verb movere, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act Rainey, (1998). Dictionaries simply describe motivation as “the goad to action” Mitchell, (1982), whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual’s behavior toward attaining a goal Robbins/Judge, (2008). The latter definition underlines three pillars of motivation. The first arousal has to do with the drive or energy that ignites behavior Baron, (2003). The second direction – has to do with the type of behavior that is exerted and whether it is in line with demand or organization goal Robbins/Judge, (2008). The third pillar persistence – deals with the lastingness of behavior. Though, this factor is of less importance, because persistence can be simply defined as the reaffirmation of the initial arousal and direction processes Mitchell, (1997).

##### 2.1.2 Work Performance

The act of performing of doing something successfully; using knowledge as distinguished from merely possessing it; A performance comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people.

### **2.1.3 National Development Corporation (NDC)**

The National Development Corporation established in 1965 to substitute Tanganyika Corporation which was formed in 1962. It is a public entity wholly owned by the Government of the Tanzania. It has been formed to speed up the economic development by influencing country's production and trade structure through industrial promotion.

## **2.2 Critical Theoretical Review**

As Calder, (2006) believed that motivation to work is the key element to be used in order to attain good work performance. However, if we take a look at researches in motivation, there are different definitions of motivations. This section begins with the discussion of the psychology of motivation theory. Then, follows by the discussion on the content theory of motivation, on continuation it addresses different theories regarding motivation in order to provide detail understanding of the topic.

### **2.2.1 The Psychology of Motivation Theory**

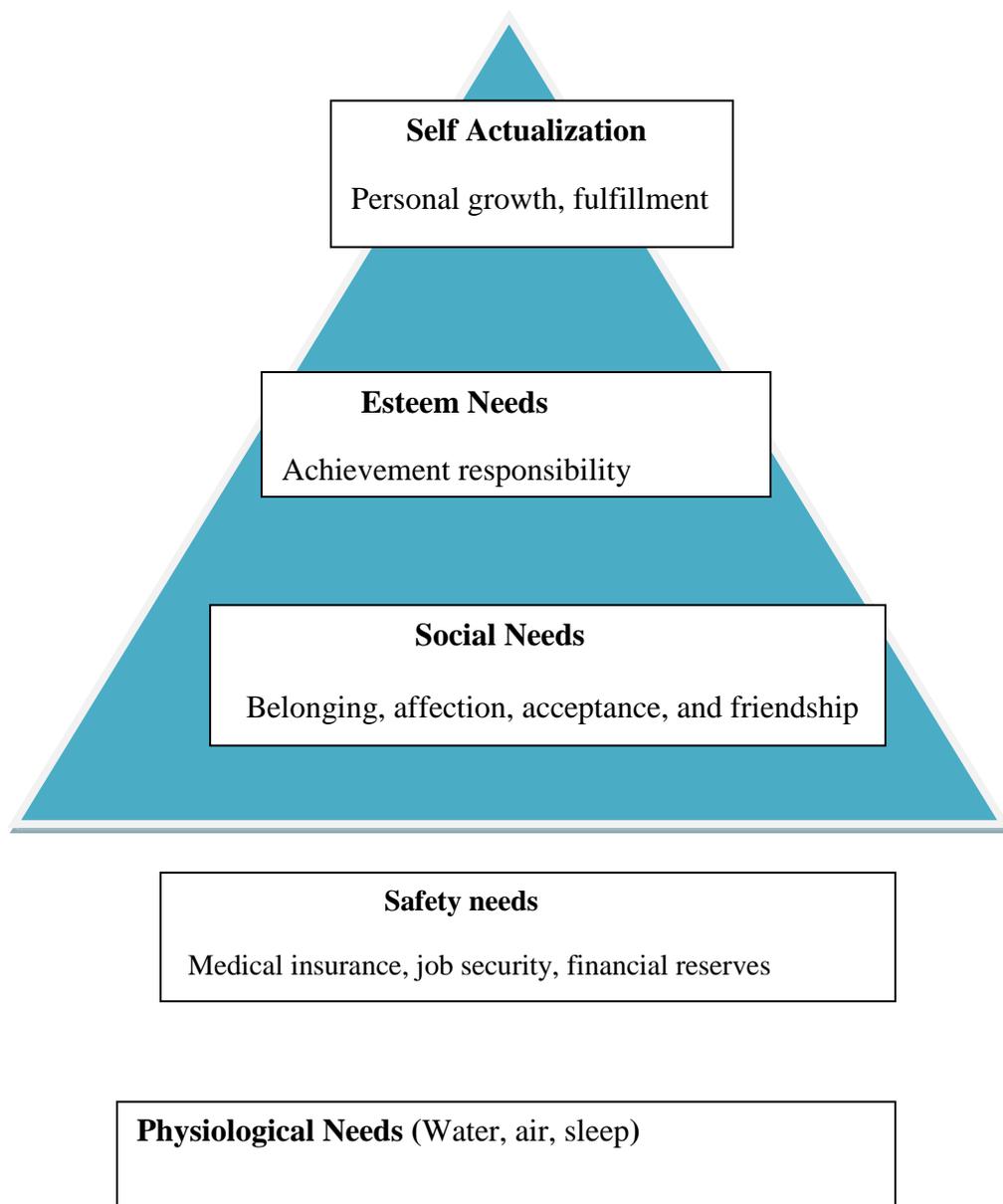
The study of motivation from the psychological perspective is fairly new and extremely complex. Psychologists do not know exactly what motivates individuals to work patterns Hoover Gary et al, (1992). According to Hoover et al, (2004) on their study on human behavior has, however, allowed psychologists to explain motivation and develop models to aid managers in understanding how to get the most out of people.

### **2.2.2 Content theory of Motivation**

Content theories revolve around the identification of inward needs, whereas process theories revolve primarily around why people behave as they do; incorporating such factors as perception and learning Mesccon M, and Raymond (1996) cited by Robbins et al, (2007). To understand content and process theories, one must first understand the meaning of two concepts fundamental to both needs and rewards. Psychologists say a person has a need when that individual perceives a physiological or psychological deficiency. Although a person may not be conscience of perceiving that need at a particular time, it will still affect them. Content theories represent efforts to classify these common needs with specific categories. Employees' performance in an organization depends on the role of motivations to satisfy their needs. Most psychologists agree that needs for employees can be classified as either primary or secondary Mescon et al, (1992). Primary needs are physiological in nature and generally inborn. Examples include the need for food, water, air sleep, and sex. Secondary needs are socio-psychological in nature. Examples are the need for achievement, esteem, affection, power, and belonging. Primary needs are genetically determined where secondary needs are usually learned through experience. Because individuals have different learned experiences, secondary needs vary among people to a greater extent than primary needs Ramstad E, and Mascon (1996). Three famous psychologists who have developed models to illustrate the needs of people are Maslow, Alderfer, and Herzberg. Maslow and Alderfer focus on the internal needs while Herzberg focuses more on differences in job context and content which could provide satisfaction. All three states that before a manager try to give a reward, it is very important to first figure out the needs of the employee.

### 2.2.3 Hierarchy Needs of Abraham Maslow's Theory of Needs

Abraham Maslow proposed the theory called hierarchy of needs theory. Maslow believed that within every individual, there exists a hierarchy of five needs and that each level of need must be satisfied before an individual pursues the next higher level of need. The five levels of needs, according to Maslow are:



**Figure 2.1** : Maslow's Hierarchy of Needs Chapman (2007)

#### **2.2.4 Needs motivation theories**

Even though much research had been conducted on the field of financial motivation and many researchers and writers have proposed theories on the concept of financial motivation, and its role in enhancing employee's performance in every organization some of these models have been widely used and accepted by today's organizations leaders. Motivation is a process which may lead to job satisfaction. Although the relationship between motivation and job satisfaction is not clear, it can be illustrated by means of the motivational theories Mullins, (1996). According to Calder (2006), motivational theories can be classified into two categories, namely, content theories and process theories. Mullins (1996) concludes that the content theories of motivation are specifically related to job satisfaction and assume a direct relationship between job satisfaction and improved performance, while the process theories contemplate in more detail the relationship between motivation, satisfaction and performance.

Alder asserts in his Existence relatedness and growth theory commonly known as the ERG theory that there are three basic human needs. Existence, relatedness and growth, which must be met by an employee to enable him, increase performance.

Maslow (1943) suggests that human needs can be classified into five categories and these categories can be arranged in a hierarchy of importance. These include physiological, security, belongings, esteem and self-actualization needs. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and

the individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make good decision.

Again, Cronje, Du Toit, Marais and Motlatta (2003) further argued that content theories highlight the factors within people that guide behaviour, whereas process theories focus largely on why individuals opt for certain behavioural choices to satisfy their desires and how they assess their satisfaction after they have attained their objectives. Nel et al, (2004) make reference to content theories as the ‘what’ of motivation and to process theories as the ‘how’ of motivation.

### **2.2.5 Motivation and employee needs**

Psychologists have determined by observation that needs cause people to act. When a need is felt, it induces a drive state in the individual. A drive is defined as a deficiency with direction. The individuals drive is focused on a goal. A goal, therefore, is defined as anything that is perceived to satisfy the need. After the individual attains the goal, the need is either satisfied, partially satisfied, or not satisfied. For example, if one has a need for challenging work, this may drive him to attempt the goal of getting a challenging job. The degree of satisfaction obtained by attaining the goal affects the individual's behavior in related future situations (George, 2008). Generally, people will tend to repeat behaviors they associate with satisfaction and avoid those associated with lack of satisfaction Mescon Michael, (1985). According to Newstrom John, (1993) rewards do not have to hold any monetary value. Since each person's

perceptions are different, what will be considered a reward and its relative value, or valence, will differ widely among individuals. Consider a suitcase filled with hundred dollar bills. Most Americans would consider this suitcase to be a highly valuable reward. An extremely wealthy person, however, might perceive a few weeks of vacation to be more valuable than this relatively small sum of money.

A reward is an example of positive reinforcement/motivation. There are, however, other types of reinforcement which managers can use to attain the desired results; Money and Motivation. Money is the most obvious way in which an organization rewards its people. The controversy over the extent to which money is capable of providing motivation goes back to the rise of the human relations movement. Human relations activists contended that a person's social needs were of primary importance, as opposed to the scientific management view that economic rewards would always increase motivation.

The scientific management view has been backed by behavioral scientists that devoted large amounts of time to investigate the expectancy theory. They have found that pay will lead to greater performance provided certain conditions exist. The first is that the person must place a high value on pay Barney J, et al (1992). The second is that the person must expect that pay and performance are related, meaning if they work harder they will get pay raises. It is clearly desirable for employees to perceive a direct correlation between pay and performance. In general, money is a proven motivator in most cases, but is certainly not the only motivator.

### **2.2.6 Motivation and job performance**

Motivation is defined as a function of an individual's personality and environment and it is argued in some quarters that divergences in an individual's character might be momentous in the work motivation of that individual Chiu, (1999). If according to Oosthuizen, (2000) it is the role of managers to successfully motivate employees and influence their behaviour to achieve greater organizational efficiency, it is thus understandable that these managers need to have an understanding of what motivates and how to motivate employees Amos et. al., (2004). It is further argued that motivation is explained as being intentional and directional. 'Intentional' is referred to as a personal choice and diligence of action, whilst 'directional' alludes to the presence of an influential force aimed at achieving a specific goal. Hence, someone who is motivated is always conscious of the goal to be achieved and directs his or her efforts at attaining that goal Nel et al. as cited in Roberts, (2005).

### **2.2.7 The Importance of Motivation in an organization**

Spector, (2008) suggested that placing human resources into action requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. Motivation improves level of efficiency of employees, the level of a subordinate or employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into increase in productivity, reducing

cost of operations, and improving overall efficiency. Leads to achievement of organizational goals: The goals of an enterprise can be achieved only when the following factors take place.

As Tessema, (2006) explained that motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees. This could initiate the following things. In order to build a cordial, friendly atmosphere in a concern, the above steps should be taken by a manager. Motivation leads to stability of work force. Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern. As it is said, “Old is gold” which suffices with the role of motivation here, the older the people, more the experience and their adjustment into a concern which can be of benefit to the enterprise.

### **2.2.8 Various ways of availing motivation in an organization**

Motivation is not only in a single direction i.e. downwards. In the present scenario, where the workforce is more informed, more aware, more educated and more goals oriented, the role of motivation has left the boundaries of the hierarchy of management. Apart from superior motivating a subordinate, encouragement and support to colleague as well as helpful suggestions on the right time, even to the

superior, brings about a rapport at various work levels. Besides, where workforce is self motivated, just the acknowledgement of the same makes people feel important and wanted. On other hand motivation refers to the drive and efforts to satisfy a want or goal, whereas satisfaction refers to the contentment experienced when a want is satisfied. In contrast, inspiration is bringing about a change in the thinking pattern. On the other hand Manipulation is getting the things done from others in a predetermined manner.

Motivation, according to the UNDP (2006), is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Motivation can be intrinsic, such as satisfaction and feelings of achievement; or extrinsic, such as rewards, punishment, and goal obtainment. Not all people are motivated by the same thing and over time their motivations might changes. Motivation is a critical dimension of capacity, defined as “the ability of people, institutions and societies to perform functions, solve problems and set and achieve objectives”. Incentives and incentive systems are fundamental to developing capacities and to translating developed capacities into better performance.

Motivation can be at different levels – individual, organizational and societal. Individuals are driven by their own desires and moral believes. Individual motivations may be “internal” or ”intrinsic” motivation (activated from the inside) such as hobbies, caring for children, or voluntary work in society; or they may “external” or “extrinsic”(activated from the outside) motivation, which is nurtured from the outside. Social motivations derive from the fact that people tend to identify with others and

have a sense of belonging to groups. Individuals depend on others and thus have a certain loyalty to the groups they belong to. Social relations are governed by formal and informal rules.

There are three dimensions of societal motivations – the first is a sense of fairness: People, groups and organizations want to feel that they are treated fairly compared to peers or competitors. A second dimension is the existence of criteria and authority that stops unfair dealings and that encourages fair behaviour. A third is the phenomenon of “social pressure. It can be appreciation or disapproval from superiors, peers or others that the person feels responsible for, for instance children.

Motivation measures, such as salaries, secondary benefits, and intangible rewards, recognition or sanctions have traditionally been used to motivate employees to increase performance. Motivators may be positive and/or negative. Reducing disincentives or perverse incentives that favour non-conductive behaviour can often be more important than inventing new incentives. Incentive systems reside within organizations, their structure, rules, human resource management, opportunities, internal benefits, rewards and sanctions, etc. Whether based on perception or reality, organizational incentive systems do have a significant influence on the performance of individuals and thus the organization will also perform well. Perhaps the most pervasive structural motivators and incentives are located at the societal level, such as security, rule of law, investment climate, civil service pay or legislation Conducive to civic engagement.

General Organization Incentives that impact on motivation of staff, Pay, Salaries, “efficiency wages”. Direct financial benefits, such as Pension, illness, health, life insurance; allowances (clothing, housing, etc.), subsidies, gain sharing, Indirect financial benefits such as subsidized meals, clothing, accommodation transport, Scholarships, tax breaks; etc, deferred compensation such as seniority pay, Flexible schedules, part-time, temporary work; sabbatical, study leave, holidays, vacation, Work environment/conditions, occupational health, safety, recreational facilities, Amenities, school access, infrastructure, and transport.

Job security; Career professional development training opportunities, Feedback, coaching, valued by organization, Solidarity, socializing, camaraderie, affection, passion status, prestige, recognition, Sense of duty, purpose, and mission Security, opportunities, stability and risk.

## **2.3 General Discussion of the Topic**

### **2.3.1 Motivation under Managerial level**

Managers need to be aware two general types of rewards: intrinsic and extrinsic. Intrinsic rewards are obtained through the work itself. Examples would be feelings of achievement, challenge, self-esteem, and the sense that one's work is meaningful. Friendship and social interaction arising through work are also considered intrinsic rewards and can improve productivity as discussed earlier with Mayo and the textile mill observations. The most common means of providing intrinsic rewards is through design of working conditions and tasks. Extrinsic rewards are attained not from the

work itself, but from a grant by the organization. Examples of extrinsic organizational rewards are pay, promotions, and status symbols such as a private office or company car. Company Benefits are also extrinsic rewards and include medical insurance, savings plans, and paid vacation. The manager is challenged with finding the right types of intrinsic and extrinsic rewards to motivate people.

To enhance motivation and job performance, goals must be specific and challenging. In a field study, a crew of loggers tended to load the trucks to only about 60 % of their legal weight capacity. Then a specific goal was set, challenging them to load the trucks to 94 % of their capacity before driving to the plant. The outcome was that the goal was reached in just a few weeks. Even more importantly, the loggers were found to sustain this level of performance as long as seven years later. The result was an estimated \$450,000 saved in the first nine months alone. As is evidenced by the logging example, setting a specific goal is often a very effective and cost free way for managers to increase motivation and productivity.

An important note is that employees tend to work harder to reach higher goals, but only if they are within the limits of their capability. Many managers have very little engineering experience and could make the mistake of setting unrealistic goals because they do not understand the task at hand. Engineers who are not in management positions should identify this immediately and be willing to go to the manager one on one to inform him or her so that alterations can be made before the goal backfires and hurts productivity by being unreasonable. As goals become too

overbearing, performance drops because employees reject the goals as unrealistic (Greenberg, 1993).

### **2.3.2 Organization's Reward System**

An organization's reward system consists of the formal and informal mechanisms by which employee performance is defined, evaluated, and rewarded. Employees tend to work harder to earn the rewards if the rewards are based on actual performance. Thus managers must clearly understand and appreciate their importance. Awards given away for random reasons where no real accomplishment took place will only decrease motivation. Also, rewards given to increase self-esteem should be clearly tied to the desired activity.

Managers should make clear to their subordinates what job behaviors will lead to rewards. Some rewards can be directly linked to their performance such as piece-rate incentive systems or sales commission plans. The primary rewards in most organizations are compensation, promotions, benefits, and status. Rewards can be stock options, cash bonuses, vacation packages, or higher pay. Equity theory suggests that overpay and underpay should be avoided. Although overpaid employees may improve their performance, the effects are only temporary. Also, when one employee is overpaid, chances are good that others who work with that person will feel underpaid, thereby yielding a net reduction in productivity Greenberg, (1993). In addition, when employees feel underpaid compared with others in the organization, the results are low morale and poor performance. A manager should also realize that awards are interpreted differently by different individuals.

### **2.3.3 Flexibility of Working Hours**

A flexible work hour is another way to motivate employees. In this system, employees are required to work only during certain core hours, and they can choose what other hours to work. For example, all employees must be at the office from 9:00 a.m. until 3:00 p.m., and must work 8 hours per day. They have the option to start, say, at 7:00 am in which case they would be done with an 8 hour workday at 3:00 p.m. On the other hand, they could sleep in and start at 9:00 a.m. provided that they stay until 5:00 p.m. Some jobs even permit employees to work at home instead of driving to the office every day. Another popular method is the modified work schedule. Instead of a traditional eight-hour a day, five days a week, employees can work ten hours a day for four days and have Friday off. A flexible work hour helps individuals satisfy higher-level needs by providing more personal control over one's work schedule. By allowing employees more independence in deciding when they come to work and when they leave, managers acknowledge and show respect for the employees' ability to exercise self-control Berney, (2000).

### **2.3.4 Job Satisfaction**

Job satisfaction has remained a remarkable area of discussion in the field of management, psychology and especially in organizational behavior and human resource management, for a long period. Many economists have paid attention and inclination towards this subject in recent years (Kosteas, 2009). According to Ramayah, Jantan, and Tadisina (2001), Job satisfaction explains how employees are buoyant to come to work and how they get enforced to perform their jobs. What are the things who make happy an employee on doing work and not to leave the job?

Other researchers narrate job satisfaction as being the outcome of the worker's appraisal of extent to which the work environment fulfillment the individuals needs Dawis and Lofquist (1984).

With response to Locke (1969), job satisfaction is a state of emotional gladness, results from the achievement of the goals that one get through performing his part of contribution inside an organization. Rao, (2005) in his study discussed that satisfaction at the job for a person acts as a motivation to work. In addition motivation leads people to their job satisfaction. It is not only self satisfaction and identity pleasure, but also blends of psychological and environmental effect of the people for their happiness with their work Khan, (2006).

Thus, according to Aswathappa, (2003) wage payment and monetary rewards are the two determinants in job satisfaction. Different organizations employ different wage system and other rewards. The organizations pay wages and salaries along with incentives, perquisites, and non-monetary benefits. Velnampy, (2008) in his study on job attitude and employees performance concludes 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 organization. The satisfaction and performance of the employee works in a cycle and are interdependent. Job satisfaction and involvement of the employee leads him to have high levels of performance. Shahu and Gole, (2008) sum up their findings on a factor that work satisfaction should be considered by the organization as important plan which needs to be extend in order to improve

employees performance and where employees can put their best performance. Performance level lowers with lower level satisfaction scores. Shah and Shah (2008) found a negative relationship between the fatigue and satisfaction from the job. The fatigue has found as negative predictor of job satisfaction.

Organizational motivation has got an important part which is incentive system and is central to helping diagnosticians understand the forces that drive the organization. Organizational incentives refer to both the reason for staff to organization, and the way an organization rewards and punishes its staff. Incentive systems can encourage or discourage employee and work group behaviour. Organizations must continually seek ways to keep their employees and work groups engaged in their work, motivated, efficient and productive. An organization's success can depend on its ability to create the conditions and systems (formal and informal) that entice the best people to work there. Also, a good incentive system encourages employees to be productive and creative, fosters loyalty among those who are most productive, and stimulates innovation.

Incentive systems reside within organizations, their structure, rules, human resource management, opportunities, internal benefits, rewards and sanctions, etc. Whether based on perception or reality, organizational incentive systems do have a significant influence on the performance of individuals and thus the organization as a whole. A study of Ghana's public sector concludes that;

*“The significance of internal factors in creating positive organizational cultures suggests that many of the changes needed to transform public*

*organizations could be initiated by the organizations themselves without substantial external support”*

In Thailand generally, public workers prefer to practice in urban areas, where conditions are usually more attractive and opportunities for private practice are better. Thailand pays public workers who work in rural and remote areas significantly more than those working in urban areas and this incentive has persuaded some to move Wibulpolprasert and Pengpaiboon, (2003).

The government also added non financial incentives, such as changing physicians' employment status from civil servants to contracted public employees, providing housing, and introducing a system of peer review and recognition. These initiatives were coupled with significant environmental changes, including sustained rural development. In most developing countries, providers in rural areas are paid less than those in cities, and it is hard to recruit and retain health workers in rural areas.

In Ghana and Zimbabwe retention in rural areas was aided by requiring service in defined areas as condition of licensing or speciality training. Chimbari, (2003) asserted that providing housing and good quality educational opportunities for health workers' families was found useful to motivate nurses in Nepal. It did not work well for doctors. Minding the risk developing into bribes financial incentives may also come from the demand side. China provides an example of how changes in the environment for example, the introduction of pro-market policies can change provider behaviour, in this case from relying on government salaries alone to the use of “red packages” Bloom, Han, and Li (2001). These red packages were gifts that were

traditionally exchanged as an expression of mutual appreciation, but they have now evolved into informal cash payments from patients to health workers. This may be an example of cultural adaptation that can be rather risky in other contexts.

An experience from a Kenyan education scheme points to the intricacies of devising appropriate incentive schemes. An evaluation of a programme that provided primary school teachers in rural Kenya with incentives based on students' test score shows that incentives may lead to “teaching to the test” rather than sustainable improvements.

The government and donors have come together in Tanzania to institutionalize a system of public service incentives. The Selective Accelerated Salary Enhancement scheme (SASE) offers a potentially sustainable solution to salary incentive problems within the wider context of pay reform, and is part of the overall government's Public Service Reform Programme. Aimed at addressing low motivation, uncompetitive salary structures and constraints on capacity development, SASE targets personnel with the greatest impact on service delivery. In providing an opportunity for donors to harmonize their practices around national systems, it strives to reduce inducements that distort the local labour market. In 1999, the government of Tanzania adopted a medium-term pay reform strategy. Recognizing the centrality of capacity development in improving public sector performance, the government considered enhancements in public service pay, especially in technical and professional grades, as a precondition for building and utilizing capabilities. While recognizing that more income itself is not a sufficient condition for better performance, it reasoned that there was little likelihood of sustaining reforms without fair compensation for work and access to

requisite skills. Striving for a system perceived as fair, objective and transparent, the government came up with the SASE scheme. The experience from the Rwanda Revenue Authority (RRA) provides insights into the role that non-material incentives can play in mobilising capacity and performance. While pay has been and will remain an important driver of performance, experience demonstrates how important other motivators have been at both the organisational and individual level.

### **2.3.5 Types of motivation**

#### **2.3.5.1 Extrinsic and Intrinsic Motivation**

Extrinsic means that the individual's motivational stimuli are coming from outside, in other words, our desires to perform a task are controlled by an outside source. Note that even though the stimuli are coming from outside, the result of performing the task will still be rewarding for the individual performing the task, Mario, (2002). Extrinsic motivation is external in nature. Intrinsic motivation means that the individual's motivational stimuli are coming from within. The individual has the desire to perform a specific task, because its results are in accordance with his belief system or fulfils a desire and therefore importance is attached to it.

#### **2.3.5.2 Achievement Motivation and Attitude motivation**

It is the drive to pursue and attain goals. An individual with achievement motivation wishes to achieve objectives and advance up on the ladder of success. Here, accomplishment is important for its own sake and not for the rewards that accompany it. Attitude motivation is how people think and feel. It is their self

confidence, their belief in them, their attitude to life. It is how they feel about the future and how they react to the past. Foxcroft and Roodt, (2002),

#### **2.3.5.3 Affiliation Motivation and Competence motivation**

Foxcroft and Roodt, (2002) proposed that it is a drive to relate to people on a social basis. Persons with affiliation motivation perform work better when they are complimented for their favorable attitudes and co-operation. While competence motivation it is the drive to be good at something, allowing the individual to perform high quality work. Competence motivated people seek job mastery, take pride in developing and using their problem-solving skills and strive to be creative when confronted with obstacles. They learn from their experience for power motivation. It is the drive to influence people and change situations. Power motivated people wish to create an impact on their organization and are willing to take risks to do so.

#### **2.3.5 Motivation Practices**

Many different scholars have agreed and disagreed on the ways employees should be motivated. Some of them assert that in order to motivate an individual, a financial benefit has to be foregone by the motivator whereas others believe that money is not a true motivator hence both financial and nonfinancial incentives are considered in the discussion below Calder, (2006). According to Cole (1998), financial incentives are rewards/payments that employees get in consideration of their contribution towards the organization. He adds that these are payments for labour as a factor of production.

### **2.3.5.1 Wages and Salaries**

Lindner (1995) notes that, though monetary methods of motivation have little value, many firms still use money as a major incentive. She adds that wages are normally paid per hour worked and workers receive money at the end of the week and overtime paid for any additional hours worked for whereas salaries are based on a year's work and are paid at the end of each month.

### **2.3.5.2 Piece rate**

According to Lun Chien-Chung, (2003) piece rate is the paying of a worker per item produced in a certain period of time. He asserts that this increases speed of work and therefore productivity. This is in agreement with the earlier revelations made by Taylor (1993) who notes that though the employees will care less about the quality of their work, their speed improves with the piece rate practice of motivation.

### **2.3.5.3 Fringe benefits**

According to Doellgast, (2006) fringe benefits are often known as "perks" and are items an employee receives in addition to their normal wage and/or salary. These include company cars, health insurance, free meals, education and so on, he asserts that these encourage loyalty to the company such employees may stay longer with the company.

### **2.3.5.4 Performance related pay**

This is paid to those employees who meet certain targets. The targets are often evaluated and reviewed in regular appraisals with managers. According to Higgins

(1994) this system is increasingly being used by organizations worldwide because it reduces the amount of time spent on industrial relations and he therefore recommends its use. However, Doellgast (2006) discourages the use of this practice of motivation. He asserts that it can be very difficult to measure employee performance more especially those in the service industry and that the practice does not promote teamwork.

#### **2.3.5.5 Bonuses**

Marler, (2000) indicated that when your employees function as a team, you ought to think like a coach; reward the whole group for a job well done. He says this will boost morale both personally and collectively. He adds that employee incentive programs such as small bonuses serve to better the morale of an individual employee and that of a group as a whole by making them more satisfied.

This is in agreement with Likert's (2004) study which concluded that since everybody wants to feel appreciated and special for the work done, they can therefore be motivated by appreciating them and making them feel special. He adds that the more satisfied the employee is, the better he/she will perform.

Mwanje, (2000) believes that non-financial incentives are the most important motivators of human behaviour in terms of the needs of human beings. He refers non-financial incentives to non-monetary ways of rewarding employees. They are opportunities that help employees in the accomplishments of the set goals. They include;

#### **2.3.5.6 Training opportunities**

Hammer, (2000) asserts that an individual will be motivated to do something if they have the mental ability and skills to accomplish it. He writes that when employees are trained, they get the knowledge of how to deconstruct tasks and challenges and thereby feel less intimidated by their jobs/tasks. Herzberg (1998) agrees to Hammer's assertion. He adds that training makes the employee earn confidence to do a job thereby improving their attitude hence motivation.

#### **2.3.5.7 Job rotation**

Fowler (2001) revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. She suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Clifton (2002) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it just helps the employees not to get bored with their work. In other words it helps the employers to maintain a certain level of motivation in employees.

#### **2.3.5.8 Communication style**

Managers need to be clear when talking to their employees and let them know that their opinion or views are important in building a viable company. Strong communications skills are necessary when assigning tasks to the employees so that the

tasks are clearly defined and understood. Marie (2000) asserts that the managers ought to communicate to their subordinates in such a way that the subordinates feel like they are not forced to do a particular task. Jean (2002) agrees and asserts that managers should develop an inclusive approach to decision making if at all they are to increase their employee motivation levels.

#### **2.3.5.9 Motivation in details**

Furthermore, the definition asserts that motivation is an individual phenomenon; each individual is unique and has different needs, expectations, values, history, attitudes and goals. Hence, a manager cannot assume that what motivates him/her will also motivate the employee. And what motivates one employee may not necessarily motivate another.

Another aspect of motivation is that it pertains to determination, intention, and self choice. That is, motivation is under the employee's control and he/she actively chooses whether to put effort and take action Mitchell, (1997). There is both good and bad news here: the good news is that an employee's level of motivation can be influenced; the bad news is that only the employee himself/herself can do that. In other words, managers cannot motivate employees; they can only influence employees in a manner that makes them feel motivated Pepitone, (1998), Kumar/Sharma, (2001).

Motivation, then, is fundamentally an inside job Pepitone, (1998). It originates from within the individual and causes him/her to be internally stimulated. This type of motivation is called intrinsic motivation. Ryan and Deci (2000) consider intrinsic

motivation to be the most important and pervasive motivation. Because it is through this kind of natural motivational tendency that humans develop cognitive, social, and physical abilities. The concept of motivation is the process that initiates, guides and maintains goal-oriented behaviours. Motivation is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. It involves the biological, emotional, social and cognitive forces that activate behaviors Kendra, (1997). Motivation by definition refers to what activates, directs human behavior and how this behavior is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behavior towards attaining some goals. Jones (1955) argues that” Motivation is concerned with how behavior gets started, is Energized, is sustained, is directed, and is stopped and what kind of subjective reaction is present.

## **2.4 Empirical Studies**

From the number of literatures available on employee motivation, it is clearly evident that a lot of interviews regarding employees and what motivates them have been undertaken. These employee motivation interviews have been conducted in many different job situations, among different categories of employees using different research methods and applications. One of the very first interviews to be conducted was on industrial workers by (Hershey and Blanchard, 1969) over the years, similar or different interview employees have been carried out.

The study conducted by Mohamoud, (2009) on “The role of Work Motivation on employee performance” ranked 10 rank orders of motivation factors, 20.9% ranked

job satisfaction “as the most important motivational factor. In fact, it was the most popular number one motivational factor across all the categories and subgroups in this research. The remaining 79.1% was shared among the 9 other factors while 1.7% ranked possibilities in layoffs occupying the 10th position as the least important motivational factor. The second highest ranked factor was “promotion/expectation representing 18.2% of the total respondents, followed by Team spirit 13.6%, Good working environment 13.65% respectively.

Again, Findings based on four age groups were analysed; 20years or under, 21-25, 26-30, 31 and above. The ranking of the top five motivational factors was similar among these subgroups. For example all different groups although ranked slightly different between the different age groups, ranked all high job satisfaction, expectations/promotions, team spirit, good working environment and positive recognition among the top five factors. However certain other factors between the different age groups were ranked differently. Good wages was given higher importance (ranked 5th) by the age group 21 and below 6<sup>th</sup> by 21-25 9th by 26-30 and 6th by 31 and above.

Khan *et al*, (2011) “Impact of motivation on job satisfaction and employees performance: An empirical study of autonomous medical institution of Pakistan” cited Nanda and Brown (1977) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee’s productivity. The high performer demand attractive packages from the employers. And now it becomes predicament for the human

resource experts to retain the performer Sumita, (2004). The low level of job satisfaction adversely effects on the employee commitment and sequentially effect the achievement of organizational objectives and performance Meyer, (2000).

According to Ajans (2007) cited in Waleys (1997) at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question “what motivates people to work is seldom asked. Wiley went on to say that “we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work”. Therefore, exploring the altitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation.

Again, a interview by Wiley (1997) in which approximately 550 questionnaires were administered to person employed at different industries and divided into five subgroups, or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th. The interview concluded with the following collective rank order by respondents: (1) Good wages (2) full appreciation of work done (3) job security (4) promotion (5) interesting work (6) company loyalty to employees (7) Good working conditions (8) tactful discipline (9) recognition (10) sympathetic help with personal problems. High payment has relationship with employee performance.

Ajan (2007) also cited in Quinn (1997) concluded, “When the ratings of twenty three job related factors (including the need factors) were carried out, the conclusion reached was that no single factor was pre-eminently important”. He further pointed out that, “The most aspect of the worker job was that of sufficient resources to perform a task. From the above studies presented so far, the rankings by different subgroups have shown semantic differences in the importance placed on different motivational factors. The discrepancies in these research findings support Nelsons (2001) positional view that “what motivates employees differs and may change for the same employee over time”.

For the two supervisory behaviors under study conducted by Chowdhury, (2007) on the “Impact of Motivation on Work performance”, showed that the authoritarian was expected to have weak relationship with overall motivation and performance as opposed to positive achievement motivation behavior. The data suggest that to the extent that supervisors engaged in positive motivational behaviors and expected greater performance from their employee, employee intrinsic motivation was increased. The findings of the study are in consonant with a vast number of studies demonstrating that autocratic behavior leads to dissatisfaction among employees.

Chowdhury, (2007) also demonstrate that positive achievement motivation behavior produce strong intrinsic motivation among the employee. Generally speaking, employees’ work and performance can be more positively influenced by emphasizing leadership behavior due to the unstructured nature of works, where employees seek greater autonomy Tyagi, (2006). Supervisory behavior strongly influences employees’

motivation and work performance. It is, however, to be noted that employee's perceptions of supervisory behaviors have considerable impact on their motivation and work performance. The two supervisory behaviors investigated, the more important one is supervisor's using positive methods of motivation for their sales force. Determining salient rewards based on employees' perceptions, monitoring their intrinsic and extrinsic motivations regularly by their immediate supervisor will positively affect their work motivation and performance Tyagi, (2006). All these imply that creating a positive environment through encouragement and positive reinforcement of work behavior will improve employees' work motivation and performance.

Again, during the periods of (1946, 1981 and 1986) when employee interviews were carried out, supervisors were at the time asked to rank job rewards, as they thought employees would rank them. The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition Kovach, (2001).

The results from the supervisor interview indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees. This shows that they had a very inaccurate perception of what motivates employees but also that they did not realize the importance of the need theory. These empirical studies link to this study of assessing the role of motivation on the

employees work performance in an organization in National Development Corporation.

## **2.5 Research Gap**

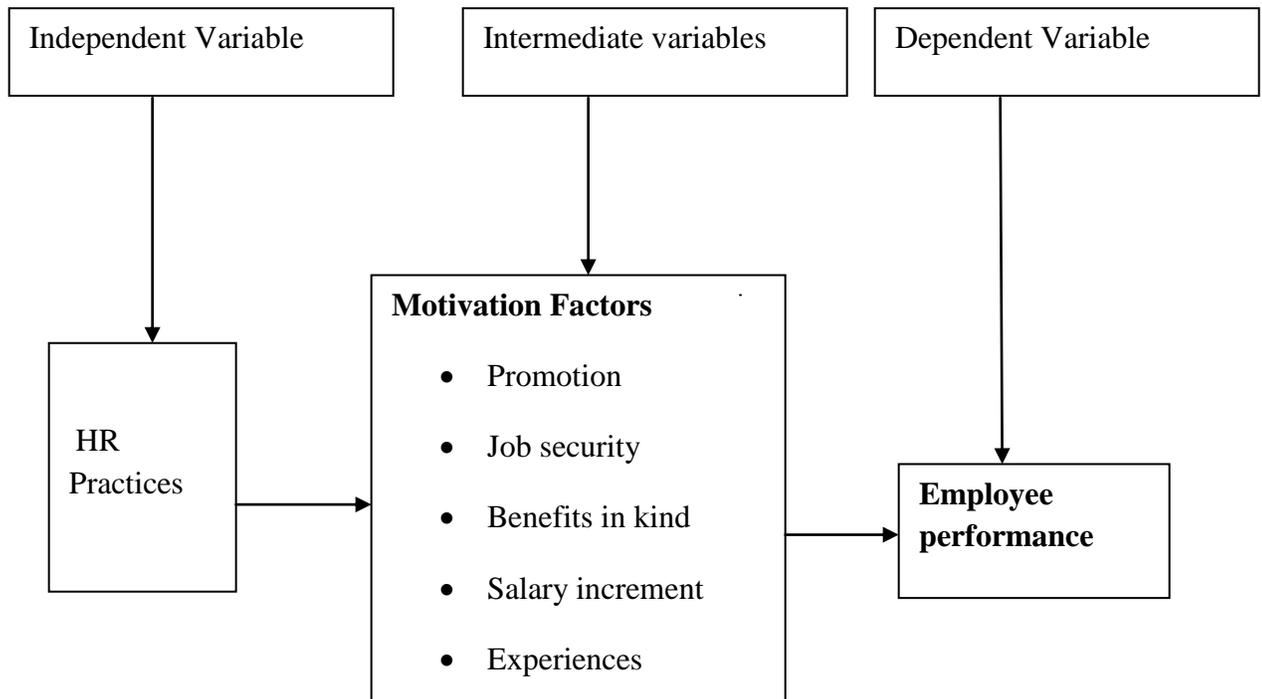
The large number of earlier and recent studies investigating employee motivation using sometimes the original or modified version of Maslow's theory, may continue the appreciation of this theory and the issue of employee motivation. Example of Tanzania research are by Mbaza(2011) and Awadhi (2011) . The literature also shows that where the original theory was lacking of rigor evidences (short comings or criticized for), has been greatly taken into consideration.

Many researchers have taken issues such as differences in gender, age, income, culture and countries etc, and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, from researches, questionnaires, face-face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator's factors remain same. Hence this study will assess the role of motivation on the employees work performance in National Development Organization (NDC) using Tanzanian context.

## 2.6 Conceptual Framework

In this study it is assumed that the employees' performance has indirect relationship motivation factors. According to Antonioni (1999), the amounts of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. There is indirect relationship between independent variables and dependent variable and direct link between independent variables and dependent variable. The role of motivation in the employees' performance will depend on the interplay of the independent and intermediate variables.

The empirical analysis of this study has based on the conceptual frame work presented in Figure 2.2.



**Figure 2.2:** Conceptual framework **Source: Adapted from: Sanjay, K and Bradley, E (2008).**

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Research Paradigm**

Descriptive research paradigm was adopted as the overall research design in this study, as the specified approach was suitable for exploratory studies, whose main objective was to discover relevant ideas, insights and techniques with regards to assess the role of motivation on employees work performance in an organization. This research design had unique abilities in dealing with a full range of evidences- documents, interviews and observations and the like; thus avoids the bias associated with the use of a single source of evidence (Kothari 2004).

#### **3.2 Research Design**

Research design was an overall plan for doing research Chamwali, (2006). Frank and Nachimias (1996) defined research design as arrangement of conditions for data collection and data analysis in a manner that aim to combine relevance to the research purpose as well with economy in procedure. Thus, the research design adopted for this study was the case study design, citing the NDC as the case for the study. This design had been selected because of its flexibility in data collection, and analysis.

##### **3.2.1 Area of the study**

The study conducted in National Development Corporation in Dar es Salaam region. The area was an appropriate context to assess the problem staff motivation on work performance.

### **3.2.2 Population of the Study**

The population is an aggregate of elements defined prior to selection of a sample Neuman and Taylor, (2000). The Population as a term refers to a large group of people possessing one or more common characteristics, on which a research study focuses Cohen et al., (2001). It is a unity or group of units with one or more characteristics that are of more interest to the researcher. The sample population for this study comprised of NDCs' permanent employed workers (N=30).

### **3.2.3 Sample and Sampling Technique**

A sample is defined as a subset of the population. It comprises some members selected from the population" Sekaran, (2000). Somekh and Lewin, (2005) refer to a sample as a selection of individuals from the entire population, who would be included in the data collection.

The actual sample of the study involved ten managerial staffs in the human resource department and 20 staff who are not working in the human resources department at NDC making the sample size to be 30. The rationale of selecting 10 non managerial staff was because of the nature of population, study and to assess the role of motivation to employee work performance while the rationale of involving the human resources department staffs is to assess the methods used by the organization to motivate employee and its impact on performance.

Kothari, (2004) suggested that if items are to be intensively and continuous studied the sample should be small. Population of the study has been estimated since was not

well known to obtain the sample size of 30 respondents. Stratified random sampling was applied since the population had divided into mutually exclusive groups such as staffs and managerial hence the sample was drawn from each group. The researcher chooses the sample method to conduct the investigation. An interview is a positivistic methodology whereby a sample of subjects was drawn from a population and studied to make inferences about the population Collis and Hussey, (2003). According to Collis and Hussey, (2003) having decided on a sample, it is necessary to decide how to ask the interview questions. The alternatives are face-to-face or telephone interviews or questionnaires.

The study interviewed employees from NDC with some few interviews from other non NDC human resources professionals. The selection of sample unit has been on the ground that NDC head quarter is located at the centre of Dar es Salaam, in this case it minimized expenses while conducting the study compared to if it could be done in other regions.

### **3.3 Data Collection Methods**

The researcher employed various methods for data collection. The Primary data collected through observation, interview using questionnaires and focus group discussion using checklist. Secondary data also collected through documentary review journals and books of relevant studies. In this case the researcher chose to use questionnaires as a method to ask the interview questions. Questionnaires were a popular tool for collecting data. A questionnaire tool is cheaper and less time-

consuming than conducting interviews small samples can be taken Collis and Hussey, (2003).

### **3.3.1 Types of data**

The study applied mainly qualitative. Basically, Qualitative data focused on respondent's perceptions towards the respective study's objectives, while the quantitative methods focused on frequencies and percentages with regards to the relevant data as collected from the respective respondents.

#### **3.3.1. Primary data**

Primary data are those which are collected afresh and for the first time, and thus happen to be original in character Kothari, (2004). Primary data will be obtained through direct interviewing the staff at the National Development Corporation where the key information collected from the Human Resource department because it is the one concerned with motivation issues which is central to this study.

#### **3.3.2 Secondary data**

Secondary data are those have already been collected by someone else and which have already passed through statistical process Fisher, (1960). The secondary data was obtained from review of books, reports, web-sites, journals and from official documents where relevant information is found. Secondary data has been very important for the study because of the fact that they had complimented to the primary data collected through interview.

### **3.4 Data Analysis**

Data collected from the primary sources was coded, arranged and aligned to assure that correlating data were sorted together for easy interpreting. The descriptive statistics calculated for the sample are provided in chapter 4. That is, the data pertaining to the variables included in the study, as collected by the three measuring instruments employed, are summarised by means of graphic representation and the calculation of descriptive measures. In this manner, the properties of the observed data clearly emerge and an overall picture thereof is obtained. The researched data statistically analyzed by means of the Statistical Package for Social Sciences (SPSS).

#### **3.4.1 Measures of Central Tendency and Dispersion**

This section outlines the descriptive statistics calculated on the basis of the variables included in the questionnaire. The measures of central tendency and dispersion for the dimensions of motivation and job satisfaction are shown in Table 3.1.

**Table 3.1:** Measures of central tendency

<b>Descriptive Statistics</b>					
Variable	N	Minimum	Maximum	Mean	Std. Deviation
Work training	30	1.0	2.0	1.33	.459
Payment/salaries	30	1.0	3.0	2.23	.479
Recognition	30	1.0	2.0	1.13	.479
Promotion	30	1.0	2.0	1.33	.479
Working conditions	30	1.0	2.0	1.39	.479
Benefits	30	1.0	2.0	1.33	.479
Experiences	30	1.0	3.0	1.33	.579
Supervision	30	1.0	2.0	1.33	.479
Job security	30	1.00	2.00	1.33	.479
Valid N	30				

The mean score ( $M=1.33$ ) for Work training indicates that subjects showed work content to be the dimension which provided the highest motivation and employee performance. The standard deviation (.459) shows that moderate variation in the responses that were obtained with respect to Work content.

For the Payment dimension, the mean score ( $M=2.23$ ) indicated that respondents showed payment to be one of the least motivating and satisfying. The standard deviation (.479) indicates that there was similarity in the responses obtained. In terms of the Recognition dimension, the mean score ( $M=1.3$ ) reveals that respondents rated recognition to be one of the least motivating and performance aspects. However, the standard deviation (.479) indicates that there were moderate variations in the responses obtained on this dimension.

The mean score (M=2.42) for promotion indicates that subjects showed promotion content to be one of the dimensions which provided the least motivation and job performance. The standard deviation (.479) shows that the responses did not differ substantially with respect to promotion.

For the Working conditions, the mean score (M=1.39) indicates that respondents showed working conditions to be one of the most motivating and satisfying. However, the standard deviation (.68) indicates that there was a strong variation in the responses obtained. This indicates, that while some respondents rated working conditions as motivating and satisfying, some indicated it did not provide motivation and job performance.

Furthermore, scholars argued that for accurate and comprehensive statistical results on large scale, the statistical packages are the most consistent instruments (Buglear, 2005). Due to accuracy in performing the statistical functions, many scholars have used SPSS and other statistical packages for data analysis. The SPSS with 16.5 versions has used in this study for statistical analysis of data collected through the questionnaire. The data and findings has presented by in form of tables.

### **3.5 Ethical Issue**

The researcher managed to maintain the respondent's results in the high degree of confidentiality. The results obtained from the sample researched regarded only for study generalization of knowledge and references.

### **3.6 Validity of Data**

Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure Kothari, (2004). Again, Anastasi and Urbina (1997), “validity refers to the degree to which the test actually measures what it purports to measure.” To measure validity of data in this study, the construct validity was employed. According to Smith (1981) cited in van Zyl and van der Walt, (1994), “construct validity concerns the extent to which a test/ questionnaire measures a theoretical construct or trait.”

In this dissertation, i am very sure of the validity the data, because the paper’s result is investigated by the degree of generalization. I believe that the papers validity is high, because we are measuring what we are mean to measure. The interview questions are developed in a way that the risk for misunderstandings is minimal. The answers we collected from National Development Corporation (NDC) , headquarter Dar es Salaam Tanzania, the answers were open, means I did not lead the respondents in any kind of direction, I developed questions, as well I had modified some theoretical concepts to be applied for the purpose of this study. The collected answers are enough exhaustive to give a scientific ground for my study investigation. This is due to the fact that most of respondents have long working experience on human management practice, in this case , i believe the information they gave are valid.

### **3.7 Reliability of Data**

With reliability means how reliable our data is. I believe that my dissertation reliability is sufficiently high because if the same title would be conducted later on

with the same interview questions and same respondents (i.e. Employees from NDC , and few from other non NDC human resources professionals) the answer will most likely to be the same or very similar to those received, because most of respondents were well experienced in Human resources management. Hence the answers collected can be seen as an enough trustworthy data that can be applied to any other developing countries. But it should be noted that, if the same investigation would be conducted after a very long period of time, the results may not be the same as the ones collected.

## **CHAPTER FOUR**

### **4.0 RESULTS AND DISCUSSIONS**

#### **4.1 Introduction**

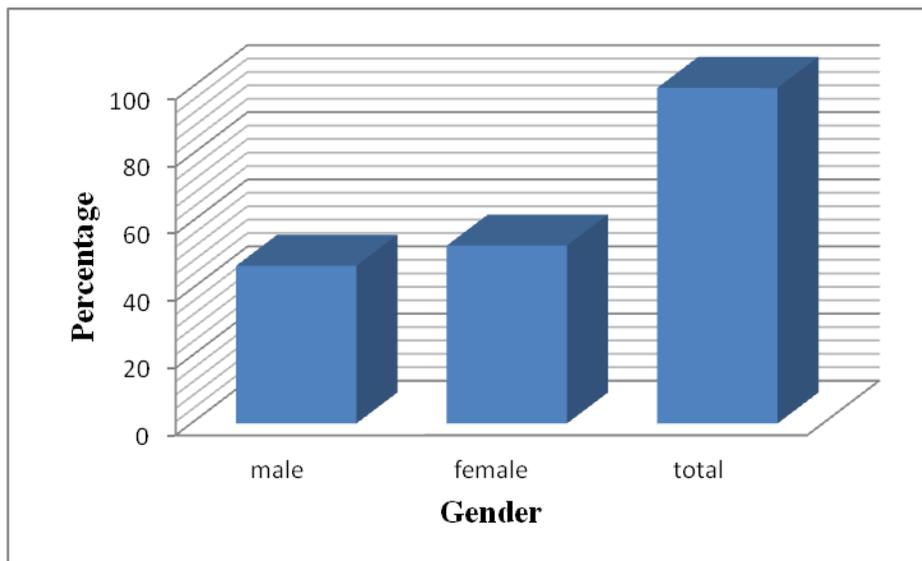
The results of the statistical analysis, generated on the basis of the use of descriptive and inferential statistics, are presented in the forms of tables, graphs, measures of central tendency and dispersion and are subsequently discussed. The study analyses the role of motivation and employees work performance of the sampled group of National Development Organizations to whom the questionnaires were administered, and analyses differences with respect to biographical variables. The level of statistical significance for null hypothesis testing was set at 5%, with all statistical test results being computed at the 2-tailed level of significance in accordance with the non-directional questions presented Sekaran, (2000). Discussion and analysis of the different responses to some key questions was also done in this chapter following specific research objectives given below.

#### **4.2 Background Characteristics of Respondents**

In order to examine relationships between the role of motivation on employees work performance and characteristics of respondents' variables, analysis of variance (ANOVA) was conducted. This section shows the gender of the respondents, marital status, age, highest level of education attained and the duration spent in service at National Development Corporation.

#### 4.2.1 Gender of respondents

The result as indicated in Figure 4.3 revealed that 47% were male and 53% were female. This implies that the organization employs both the male and female employees though the majority are female. This implies that NDC employees both the male and the female although there is a difference of 6%. It is an indication that NDC is not biased in employing its employees. However, the result shows that there are significant differences in work motivation and performance based on payment, promotion, recognition and benefits between males and females ( $p < 0.05$ ). There were no statistically significant differences in the other dimensions of work motivation and performance based on gender.

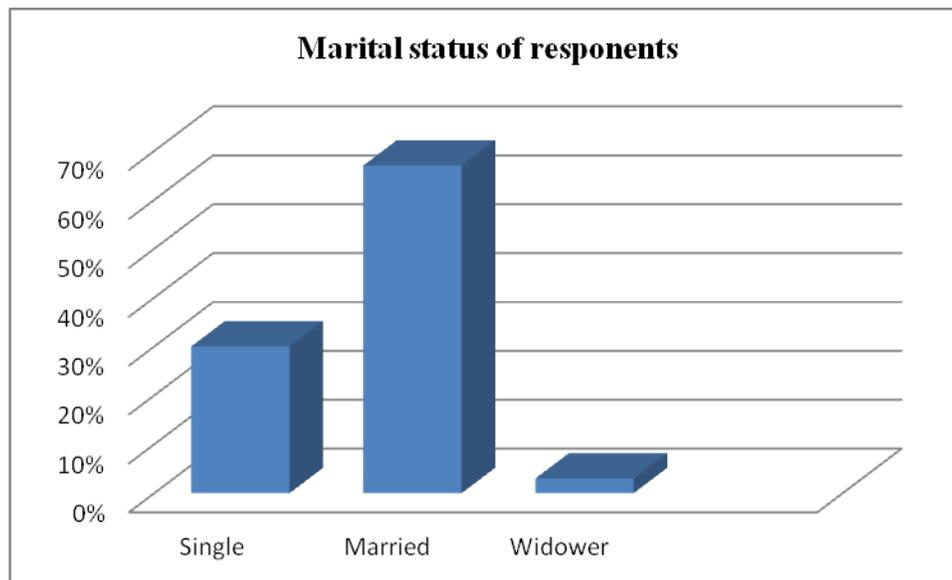


**Figure 4.3:** Gender of respondents

#### 4.2.2 Marital status of respondents

Figure 4.4 shows that 67% of the respondents who work with NDC are married, the single are 30% and the widower being only 3%. This implies that the corporation

employees single workers as indicated in the above table. Therefore, management should increase the number of singles being recruited since such a labour force is more productive and not attached to so many responsibilities.



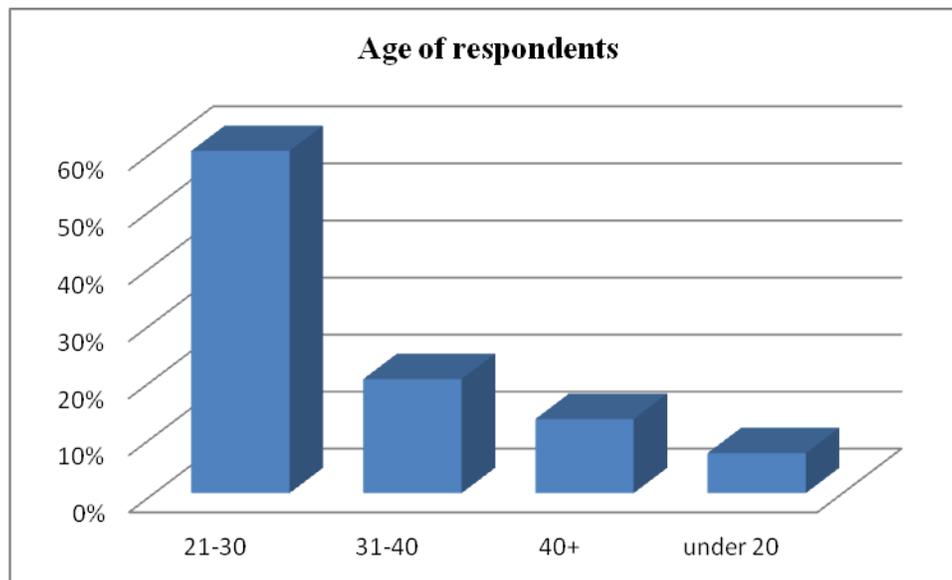
**Figure 4.4:** Marital status of respondents

Statistically the study indicates that there are statistically significant differences in working conditions based on marital status ( $r=0.976$ ,  $p=0.31 < 0.05$ ). However, for the remaining dimensions of work motivation and employees performance, no statistically significant differences based on marital status were found.

#### 4.2.3 Age of respondents

As indicated in Figure 4.5 it is seen that 60 % of the respondents who work with NDC are within the age group of 21-30 years followed by those in the age group of 31-40 years at 20 %. Those in the age group of 41+ years are 13 % and lastly those below the age of 20 at only 7 %. This means that the NDC is more interested in people

with in the age group of 21-30 because these are still energetic and thirst to achieve a lot ahead. Management should recruit fresh graduates from colleges and universities since that is the target age group of NDC since the type of age motivates workers in performance.



**Figure 4.5 :** Age of respondents

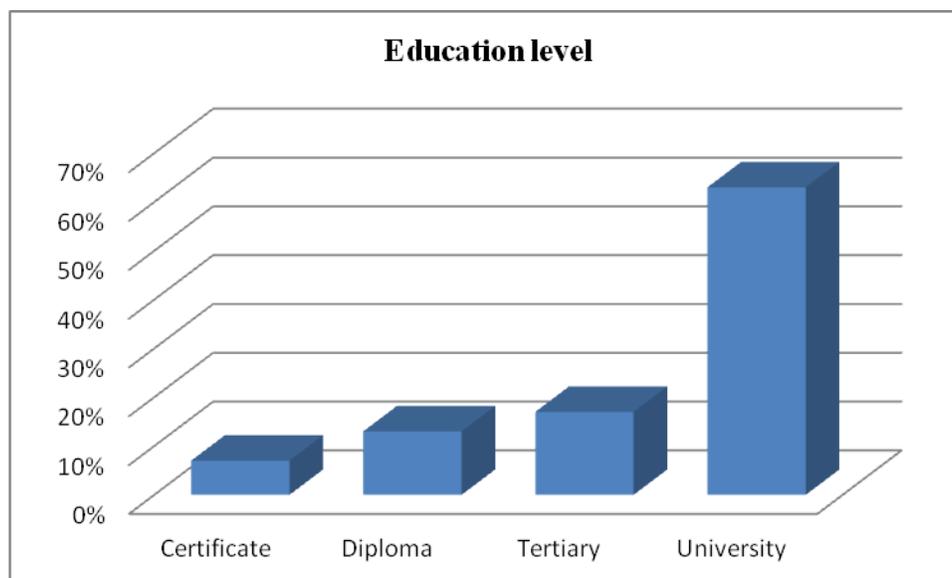
Statically the result indicates that there are no statistically significant differences in the dimensions of work motivation and satisfaction based on age ( $r= 0.786$ ,  $p, 0.789 > 0.05$ ).

#### **4.2.4 Education level of Employees**

The findings as indicated in Figure 4.6 shows that 63 % of the respondents who work with National Development Corporation are university graduates, followed by those from the tertiary institutions at 17 %. This means that NDC considers education and experience highly when selecting its employees to ensure quality work. Therefore,

management should constantly revise its practices in order to maintain the present standard.

Moreover the results indicate that there is a statistically significant difference in payment based on educational level ( $p < 0.01$ ). Similarly, there is a significant difference in promotion and working conditions based on educational level of the respondents. However, there were no statistically significant differences in work content, recognition, benefits, personal, leadership/supervision and general working conditions based on educational level.



**Figure 4.6:** Education level of respondents

#### 4.2.5 Duration at work

The result as depicted in Table 4.2 revealed that 20% of the respondents joined the Corporation in the last 2 years and 33.3 % 1 year back. Also the table also shows that 26.7 % joined the corporation 3 years back and 20% 4+ years back each. Using the

above results it means that NDC is serviced by employees who joined in the past two years. This is an indication that the corporation cannot maintain its employees for a long period of time explaining a high staff turnover within NDC. Therefore, the corporation should carryout intensive research to find out why there is high labour turnover. However the finding indicates a statistically significant difference in payment, promotion and recognition, respectively based on the years of service ( $p < 0.01$ ). Moreover, there was a statistically significant difference in leadership/supervision based on the number of years' service in the organization.

**Table 4.2:** Results on duration in work

<b>Variable</b>	<b>Frequency</b>	<b>Percent</b>
Last 2 years back	6	20.0
1 year back	10	33.3
3 years back	8	26.7
4+years back	6	20.0
<b>Total</b>	<b>30</b>	<b>100.0</b>

### **4.3 Methods of Motivating Employee in Public Organization**

The study aimed to determine the methods used by the Organization to motivate their employees. The findings analyzed by using Likert scale level 1-5 stressing on various variables of motivation practices in the National Development Corporation.

#### **4.3.1 Wages and salaries**

To come up with the findings in relation to this specific objective respondent were asked whether the wages and salaries paid to employees motivate them to work

performance. As revealed in descriptive statistics the findings shows that 3 % of the respondents strongly agree and 14 % agree that the current salary motivate them. When this is compared to those who say that the current salary does not motivate them (63 % combined), it is clear that the majority disagree with the statement. This implies that the salaries given to staff members have no impact on the levels of performance though NDC consider salaries and wages as its motivation tool. Management should consider combination of tools rather than wages and salaries as a motivation tool for better results. Payment should be done in time and worth the employees' effort.

Research conducted by Schulze and Steyn, (2003) amongst educators at primary school level similarly supports the findings of this study, and concurs with previous research which reveals the needs least satisfied and promotes work performance were remuneration, promotion, professional status and appreciation of work well done.

Again the study conducted by Lambert et al, (2001) acknowledged the significant impact of financial rewards (salary) on job satisfaction and Bull (2005), who conducted a study on the relationship between job satisfaction and organizational commitment amongst high school teachers, found the findings of this research consistent with the notion that the importance of an individual is often being gauged by the financial rewards/remuneration received. Bull, (2005) further argues that the greater the financial reward, the greater the perception of financial security, thereby leading to increased levels of self worth. Besides, Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting. Money is the fundamental inducement; no other incentive or

motivational technique comes even close to it with respect to its influential value Sara et al, (2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity Adeyinka et al, (2007).

Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee Kalimullah et al, (2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees Reena et al, (2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on Adeyinka et al, (2007).

Though Groot and Massen van den Brink (2002) did not find evidence of a relationship between pay and job performance, their subsequent study in 2000 found evidence to the contrary. The findings of research conducted by Sousa-Poza, (2000) revealed that income levels were ranked third in factors affecting job performance.

#### **4.3.2 Employee Fringe benefits**

The study revealed that 53 % of the respondents in total agree that the NDC provides fringe benefits against the 37% who disagree and 10% are not sure. This means that

the corporation is in agreement with the earlier revelation by Doellgast, (2006) that provision of fringe benefits is one of the tools that can be used to motivate employees. Management should continue to provide more of the fringe benefits such as medical allowances, housing allowance and transport allowance to its employees. The results of this variable are summarized in Table 4.3.

However, in terms of the benefits dimension, the mean score ( $M=1.33$ ) reveals that respondents rated benefits to be one of the least motivating and satisfying aspects. The standard deviation (.47) indicates that there were moderate variations in the responses obtained on this dimension.

Furthermore, it can be deduced that when the other variables are controlled, five of the dimensions (that is Personal, Payment, Promotion, Recognition and Benefits) reaches statistical significance. Drafke and Kossen (2008) support this finding and argue that if employees perceive opportunities for advancement and professional growth to be a reality, they tend to experience higher levels of motivation and job performance.

**Table 4.3:** Results on Fringe benefits

<b>Fringe benefits</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly Agree	9	30
Agree	7	23
Not sure	3	10
Disagree	6	20
Strongly disagree	5	17
<b>Total</b>	<b>30</b>	<b>100</b>

### 4.3.3 Employee training

The study as depicted in Table 4.4 shows that 20 % of the respondents in total who work with NDC disagree that the corporation provides them with training most of the times. However, 30 % strongly disagree with the statement and 30% are not sure. This means that training is not one of the tools that the organization is using at the moment to motivate its employees. The management of NDC should take up the tool of training its employees to equip them with the necessary skills needed to produce quality work in the organization.

**Table 4.4:** Results on employees training

<b>Employee training</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	5	17
Agree	1	3
Not sure	9	30
Disagree	6	20
Strongly disagree	9	30
Total	30	100

### 4.3.4 Employee decision making

Considering the employee participation in decision making in NDC, results show that 53% of the respondents disagree with the statement against the 27% in total who agree and 20% are not sure, This means that most of the workers do not actually take part in the decision making of the organization implying that the management decides what is to be done and passes it on to the lower workers. Management of NDC should

consider involving workers at the different levels to take part in decision making in order to make them know that their contribution adds value to the development of the organization. In agreement of this finding, Cooper, et al, (2005) found that intrinsic motivation was associated with higher levels of creativity-based performance for an in-basket work task. The in-basket technique is an employment screening task in which an applicant is asked to complete a set of paperwork that would be representative of his/her actual work tasks.

#### **4.3.5 Employee sense of responsibility**

To this variable employee were asked to indicate whether they are given sense of responsibility at work place, the result as indicated in Table 4.5 shows that 60% of the respondents in total who work with NDC agree that they are given a sense of responsibility at the work place. Only 23 percent disagreed with the statement. This means that the organization uses responsibility as one of its tools to motivate its employees. This is in conformity with Fredrick Hertz's (1959) hygiene theory which postulates that responsibility at work motivates employees. This motivation practice should be maintained by NDC management.

**Table 4.5:** Employee sense of responsibility

<b>Sense of Responsibility</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	8	27
Agree	10	33
Not sure	5	17
Disagree	6	20
Strongly disagree	1	3
Total	30	100

#### **4.3.6 Equal treatment of employee**

Also respondents were also asked whether there is relatively equal treatment of employees depending on their efforts, experience and education. The findings has indicated in Table 4.6 revealed that 60% of the respondents in total agree that depending on someone's efforts, experience and education, the organization relatively treats its employees equally while 20% disagree and 20% are not sure. This means the NDC treats its employees equally in order to motivate them. This is a practice that management should continue to uphold because the employees feel that they are cherished at the work place.

**Table 4.6:** Equal treatment of employees

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	9	30
Agree	9	30
Not sure	6	20
Disagree	3	10
Strongly disagree	3	10
Total	30	100

#### **4.3.7 Employee promotion**

Respondents were asked whether when an employee performs well consistently, he/she is promoted and below are the findings. The result from Table 4.7, it could be noted that 53% of the respondents in total agree that when someone performs well consistently they are promoted, 30% are not sure while only 17% disagree with the statement. This therefore, means that the organization uses promotions as its tool to motivate its employees a practice that management should maintain.

**Table 4.7:** Employee promotion

	<b>Frequency</b>	<b>Percent</b>
Strongly agree	6	20
Agree	10	33
Not sure	9	30
Disagree	4	13
Strongly disagree	1	4
Total	30	100

In terms of the promotion dimension, the mean score ( $M=1.33$ ) reveals that respondents rated benefits to be one of the least motivating and satisfying aspects. The standard deviation (.45) indicates that there were moderate variations in the responses obtained on this dimension.

#### **4.4 Role of Motivation on Employee Performance in Public Organizations**

##### **4.4.1 Motivation and employee performance**

Taking into account, motivation as the most important factor in employee performance, respondents were asked to indicate whether motivation is the most important factor of employee performance and the following information were obtained, 73% of the respondents in total agree to the statement while only 20% disagree and 7% are not sure. These findings are in agreement with the earlier revelations made by Kathleen, (2004) that in order to improve one's performance he/she needs to be motivated. The NDC management should maintain this practice of motivating its employees and even research for more new motivation tools. Table 4.8 has indicated the summary of the findings.

**Table 4.8:** Motivation as a factor of performance

<b>Motivation as a factor</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	22	73
Not sure	2	7
Strongly disagree	6	20
<b>Total</b>	<b>30</b>	<b>100</b>

#### 4.4.2 Goal clarity and performance

Respondents were asked to indicate whether goal clarity among the employees helps to improve their performance. Table 4.9 shows that 64% of the respondents who work with the organization agree that goal clarity can help employees to improve on their levels of performance. Only 9% in total disagree and 27 percent are not sure. These findings are in agreement with the earlier disclosure made by Willmot, (2007) who asserted that people must have in mind a clear picture of any end or goal they are to achieve in order to perform to their best always. The management should continue to clarify organizational goals to the employees for better performance.

Table 4.9: Goal clarity and performance

Goal clarity	Frequency	Percent
Strongly agree	8	27
Agree	11	37
Not sure	8	27
Disagree	1	3
Strongly disagree	2	6
<b>Total</b>	<b>30</b>	<b>100</b>

#### 4.4.3 Working Conditions and performance

Working conditions was another variable of the study, where the respondents also asked to indicate whether the working conditions can greatly improve one's

performance. The findings in Table 4.10, it can be revealed that 83% of the respondents in total agree that working conditions can greatly improve on the performance of the individuals while only 10% in total disagree and 7% are not sure. Taking the majority, it can be concluded that the employees believe that better working conditions can help them to improve on the level of their performance; management should endeavor to improve on the working conditions of employees for better performance.

Statistically the result indicate that there are statistically significant differences in working conditions and performance respectively based on salary level ( $p < 0.05$ ). There were no statistically significant differences in work content, recognition, working conditions, and personal, leadership.

Table 4.10: Working conditions

<b>Working Conditions</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	15	50
Agree	10	33
Not sure	2	7
Disagree	1	3
Strongly disagree	2	7
Total	30	100

#### 4.4.4 Modern Technology and performance

The study intended to examine the role of modern technology to the employee performance in the organization. The findings as indicated in Table 4.11 revealed that 56% of the respondents in total who work with NDC believe that with modern technology, performance can always be better against the 24% respondents in total who disagreed and 20% who are not sure. This is in agreement with the earlier exposure made by Samuel, (2010) that technology can greatly improve on the individual performance. However, some of the respondent's fear that the introduction of technology will not do much if they are not taken for further training hence management should always train its employees how to operate the modern technology.

Table 4.11: Modern Technology

<b>Modern Technology</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	7	23
Agree	10	33
Not sure	6	20
Disagree	5	17
Strongly disagree	2	7
<b>Total</b>	<b>30</b>	<b>100</b>

#### **4.4.5 Ability, training, experience and performance**

Respondents were also asked whether ability, training and experience can improve an individual's capacity to perform. The result in Table 4.12 indicates that 77% of the respondents in total who work with NDC believe that an individual with ability, experience and training for a particular job, his/her performance is always going to be up, the 9% disagree and 13% are not sure. The management should endeavor to consider the ability, training and experience of employees in order to improve on an individual's capability to perform. In line with this finding Manzoor, (2011) depicted that ability of employee and experiences is one of motivation factors towards his/her performance. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees Kalimullah *et al.*,( 2010).

Indeed, Rizwan (2010) indicates that employee work performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and other, but the area of study is focused only on the role of motivation on employee work performance by analyzing motivational variables. Getting employees training and experiences to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them.

Table 4.12: Ability, training and experience

<b>Ability, training and experience</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	9	30
Agree	14	47
Not sure	4	13
Disagree	2	7
Strongly disagree	1	3
Total	30	100

#### **4.5 Relationship between Motivation and Employee's Performance**

##### **4.5.1 Motivation and Employee performance**

Respondents of NDC were asked whether motivation influences employee performance and below are the discussion of findings. The descriptive statistics of relationship between motivation and employee performance found that with a mean score of  $M=1.2$ , work content was found to be the dimension which provided the highest employee motivation and job performance, especially with a moderate variation in responses to this dimension (Standard deviation = .47). A finding revealed through cross tabulation as indicated in Table 4.13 shows that 66.7% showed the positive relationship between role of motivation and employee work performance. Statistically the findings found to be significant at 0.00,  $p<0.01$ .

**Table 4.13:** Motivation and Employee performance

Variable		Motivation	Employee performance
Motivation	Pearson Correlation	1	.823**
	Sig. (2-tailed)		.000
	N	30	30
Employee performance	Pearson Correlation	.823**	1
	Sig. (2-tailed)	.000	
	N	30	30

\*\* Correlation is significant at the 0.01 level (2-tailed)

The Pearson correlation coefficient above reveals that there is a positive and significant relationship between employee motivation and their performance in National Development Corporation. This is shown by the Pearson correlation of 0.823\*\* tested at 0.01 level of significance. Also the correlation shows a gap of 0.177 that needs to be closed by the management of NDC. Management should consider all the motivational tools like timely payment, piece rate system, employee fringe benefits, employee training and rotation, goal clarity and employee involvement in decision making among others used in motivating employees so as to fully satisfy employee needs.

## **CHAPTER FIVE**

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

#### **5.1 Introduction**

This chapter presents the summary of the findings of the study for the previous four chapters. This chapter also includes conclusions, recommendations for the study, management implications and areas of further research suggested.

#### **5.2 Summary of Major Findings**

##### **5.2.1 Methods of motivation used by NDC**

The study found out that the organization uses many different tools to motivate its employees. These include; provision of fringe benefits, paying bonuses to workers who put in extra effort, giving a sense of responsibility, promotion of consistently hardworking employees and treating the workers equally. However, the study also found out that NDC does not use salary as a tool to motivate its employees as most of them were not satisfied by the management's salary scheme. It was also found out that the organization does not carry out training of its employees. The study also found out that the organization does not rotate its employees or involve them in decision making as a way of motivating them.

##### **5.2.2 The role of Motivation on employees' work performance in Public Organization**

The study found out that motivation is the major factor that affects the level of employee performance. This is because when the respondents were asked about

whether motivation is the most important factor in employee performance, 73% of them agreed. However, the study also found out that the organization needs to consider whether the tools they are using are matching the needs of the employees such that they can apply the right tools which appeal to the employees. The study also found out that there are other factors that affect the level of employee performance in NDC and these included; goal clarity, knowledge of the structures, the working conditions which was ranked as number two following motivation, the use of modern technology and ability, training and experience of employees.

### **5.2.3 Relationship between motivation and employee performance.**

The findings revealed that motivation makes employees do extra tasks for better performance and that there is a direct strong and positive relationship between employee motivation and the performance of NDC staff. This is evidenced by the Pearson correlation of 0.823; this figure shows a very strong and positive relationship between motivation and employee productivity at public organization.

### **5.3 Conclusions**

The aims of this research was to primarily assess the role that various factors in motivating employees and to explore which of these factors have a greater impact on employee motivation and job performance.

It is evident from the study that a variety of factors influence employee motivation and performance satisfaction. The study has also revealed that factors, other than

those being examined during this study, might also have a significant influence on employee motivation and job performance. It was significant to discover that this study found that some of the factors assessed did not have an effect on employee motivation and job satisfaction, irrespective of previous research finding significant relationships between those factors and employee motivation and job performance.

Also from the findings, it can be concluded that motivation can be categorized in two types basing on whether the motivational states are internally or externally derived. These included intrinsic motivation and extrinsic motivation. It can also be concluded that there are two types of motivation tools an organization can use; the financial and the non-financial tools. It can also be said that though the non-financial tools such as reducing the workload, job security, acknowledgment are all good motivators, financial tools such as salary and performance related pay are better motivators. However, it can also be concluded the management of NDC is the trying to motivate its employees though the tools it is using do not exactly match with the expectations of the employees.

Also the research study has demonstrated that organizations need to understand how employees are motivated and that the organizational strategies developed should be cognoscente of the fact that those strategies would have a different motivational impact on different employees and may affect an employee in different ways at different points in time due to conditions, needs and personal objectives are not stagnant but in constant state of flux Roberts, (2005).

About the factors that affect employee performance, the study conclude that motivation is the most important factor that organization should look upon. However, it can also be concluded that there are other factors that affect the level of employee performance. These include; goal clarity, working conditions, knowledge of the structure, use of modern technology, ability, training and experience.

The research also concludes that there is a very strong positive relationship between motivation and employee productivity. However, the study can remark on the point that the root cause of poor performance in NDC is not motivation in its self rather it is the tools of motivation used by the organization which are not what the employees want as motivators.

It is worthy to note that motivational incentives playing a very significant role in the day to day performance of workers in every organization. Therefore it is clear that performance of any sort is functions of any incentives obtain from the organization and thereby improve and increase productivity. In view of that employees' motivation issues a lot and should be conceived for both employers and employees.

#### **5.4 Recommendations**

Based on the study, the following recommendation is made in order to improve organization productivity and employees performance.

Management should standardize the employees' motivation policies to reflect the desire of employees. The researcher therefore recommends that the organization should carry out a study before using a particular tool.

The organization should consider further informing and training of its staff to equip them with more skills in order to improve their performance. Also informing the employees about the procedures that must be gone through if they want for example, a salary increment is recommended.

Employees' salaries and wages should be carefully handled to reflect modern day package. Management should reward their employees always with promotion and practice fairness in managing organization affairs.

Again, it is suggested for management to conduct more study for further clarification of the findings and the studies is restricted for generalization due to limited time and scope of the study; hence it was carried out on one organization.

In conclusion the findings, conclusions and recommendations of this study could potentially have enormous benefits for the organization where this study was conducted and the recommendations should be considered against the impact it could have on enhancing both individual and organizational performance but also improving the relationship between the employee and his supervisor and the work performance.

## **5.5 Management Implications**

The needs theories suggest a relationship between the desire of employees to achieve and the effect such achievement has on the productivity of such employees. While the reinforcement theory provides the dimension of predicting for example quality and quantity of work, the equity theory predicts absence and turnover behaviour. The expectancy theory provides a powerful discourse on employee productivity, but assumes that no significant impediments are present in individual decision making about employment matters Robbins, (2001).

In research conducted by The Creative Group (2006), it was found that 40% of executives consider employee motivation as their greatest management challenge. In dealing with the challenges of employee motivation, Greenberg and Baron (2003) provide a view that the design of jobs could contribute towards enhancing employee motivation by: providing a variety of activities within one job will provide greater skills variety and task identity, developing a corporate culture of open feedback regarding individual performance, which could also enhance the timeous implementation of corrective action.

Organizations functioning within a service environment should design jobs in such a manner so as to allow employees to interact directly with the beneficiaries of their services, as this provides opportunity for direct feedback which could lead to improvement of service delivery and job performance.

## **5.6 Areas for further research**

The researcher recommends the following areas for future investigations which were not researched satisfactorily.

Choosing the right motivation tool for a given employee, this is a very important aspect for the employer to consider. The researcher was not satisfactorily able to make a thorough study on how to choose the right motivation tool for a given employee and therefore recommends it for further research.

The impact of employees' salary on their level of motivation, the researcher also did not go deep into finding out the impact of employees' salary on their level of performance and therefore recommends it for future investigations.

Problems encountered by employers when motivating employees. The major problems encountered by employers when motivating employees were not looked at exhaustively and therefore the researcher recommends it to be researched for by future researchers.

Further studies could also incorporate qualitative research as the present study only used quantitative research methodology. Including qualitative methods of data collection may enrich the data findings of such research and may provide further clarity on similar studies which elicited contradictory findings.

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## APPENDICES

### Appendix 1: Questionnaire for respondents

#### SECTION A: Background information

Tick or write answers in full where applicable.

1. Gender of respondents

a) Male    b) Female

2. Marital status:

a) Single    b) Married    c) Widow(er)    d) Divorced

3. Age bracket (years)

a) 11-20    b) 21-30    c) 31-40    d) 41 and above

4. Highest level of education attained

a) Diploma    b) certificate    c) Tertiary    d) University

## PERSONAL PARTICULARS

Name.....Age.....(optional)

Gender.....

**SECTION B: Motivation practices by National Development Corporation (NDC)**

On a scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.

<b>Scale</b>	1	2	3	4	5
	Strongly Agree	Agree	Not sure	Disagree	Strongly Disagree

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. The wages and salaries am paid motivate me.					
2. Am always paid in time.					
3. NDC pays its workers according to the amount of work done.					
4. The corporation provides fringe benefits to all its employees.					
5. When employees meet the set targets they are paid a bonus.					
6. NDC provides training to its employees most of the times.					
7. To prevent boredom, NDC rotates its employees within the organization.					
8. I have participated in the decision making of NDC.					
9. Am given sense of responsibility at my work place.					
10. The corporation makes sure at all times that my work is					

challenging.					
11. When an employee performs well consistently, they are promoted.					
12. There is relatively equal treatment of employees depending on their efforts, experience and education.					
13. I have good inter-personal relationship with my superiors					
14. There is high supervision at NDC					

**SECTION C: Factors affecting employee performance**

**On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statements given.**

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. Motivation is the most important factor in employee performance					
2. Goal clarity among the employees helps to improve their performance					
3. Work conditions can greatly improve one's performance					
4. To achieve any goal, an employee must be flexible and suitable for the job					
5. Knowledge of the structure helps an employee to know what to do in given situations and hence improve his/her					

performance					
6. Feedback is key in the improvement of an individual's performance					
7. The use of modern technology triggers performance of employees					
8. Ability, training and experience improve an individual's capability to perform					
9. A feeling of acceptance by the employee may improve his/her performance					

10. Suggest any other factors that affect your level of performance as an employee of NDC.....

**SECTION D: Relationship between motivation and employee performance in NDC**

On the scale of 1-5, tick in the appropriate box on how you strongly agree or disagree with the statement given.

<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. With the help of the management, my performance has improved over time.					
2. My performance reduces when NDC takes long to rotate the employees					
3. I always perform to my best when I know that am accepted at work					

4. With the current motivation practices at NDC, the performance of the employees is always going to reduce.					
5. Employees often endeavor to meet the set targets to be paid a bonus					
6. There is a strong relationship between employee performance and motivation					

7. List the employee motivation tools that you believe have had the biggest impact on the level of your performance.....

**Thank you for your participation**

**Appendix 2: Research Schedules of Activities**

Month	FEB	MAR	JUN	JULY	AUGUST	SEPT
Activity	Research proposal writing					
Activity				-Data collection -To report at National Development Corporation office. -To make an appointment with the groups.		
Activity					- Report writing	

					and submissio n.	
Activity						Defence & submission at University.

### Appendix 3: Research Budget

The total budget for the research is estimated here below.

NO	ITEM	COST PER ITEM	TOTAL IN TSHS
1.	Eighty five Pens	Tshs 500/= @	42500/=
2.	Eighty Five Pencils	Tshs 300/= @	25500/=
3.	Eighty five printed Questionnaires	Tshs 700/= @	59500/=
4.	Three Note Books	Tshs 2000/= @	6000/=
5.	Three Flip charts	Tshs 3000/= @	9000/=
6.	Ten Marker pens	Tshs 1000/= @	10000/=
7.	Scientific Calculator	Tshs 45000/=	45000/=
8.	Graph paper sheets	Tshs 5000/=	5000/=

9.	Four figure	Tshs 6000/=	6000/=
10	Transport and Food		1500,000/=
11.	Miscellaneous		500,000/=
	<b>GRAND TOTAL</b>		<b>2,208,500/=</b>