

THE ROLE OF MOTIVATIONS IN RETENTION OF EMPLOYEES:

A CASE OF TANZANIA PORTLAND CEMENT COMPANY

TWIGA CEMENT

PASCHAL GEORGE

**A DISSERTATION SUBMITTED TO THE OPEN UNIVERSITY OF
TANZANIA IN A PARTIAL FULFILLMENT OF REQUIREMENT FOR
DEGREE OF MASTER OF PROJECT MANAGEMENT
2015**

CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Open University of Tanzania, a dissertation titled; **the role of motivations in retention of employees, a case of Tanzania Portland Cement Company (TPCC)** in partial fulfillment of the requirements for the Award of the Degree of Masters of Project Management.

Dr. Salum S. Mohamed

Date

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DECLARATION

I **Paschal George**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other university for a similar or any other degree award.

Signature

Date

DEDICATION

This research is dedicated to my lovely late mother Zainab Ramadhani and my three sons George, Baraka and Cornel.

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ABSTRACT

This study explores the assessment of the role that motivation plays in retention of employees; a case of Tanzania Portland cement company (TPCC). Specifically, the study aimed to examine how motivation influence the retention of employee, also the study assess the motivation technique developed by TPCC that helps in retention of employees, on the other hand the study identify the challenges that face the company in motivation practice and lastly the study assess the demotivating factors that leading to poor service delivery. A sample size of 96 respondents were used. The Questionnaires, Interviews and other secondary sources were used to collect the data. Quantitative approach was used and both random and purposive sampling techniques was used to the employees of TPCC. Most of the employees know the effective motivation packages available at TPCC, employees need good salary as motivational package, good salary, medical facilities, bonus, transport, retirement benefits as some of the things which attracts employees and can be used as a factor to sustain and retain employees. Retaining employees saves companies money in training costs and helps maintain an efficient and knowledgeable workforce. The study recommends that motivation should be given mostly to the employees and once employee perform well then reward and recognition should be given accordingly. Management should also make sure that it improves working environments and working tool. Moreover the management should invest on staff training both indoor and outdoor trainings. This will sharpen skills of its staffs and will improve service

quality by acquiring new knowledge

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LIST OF ABBREVIATIONS

BOT	Bank of Tanzania
CHODAWU	Conservation, Hotel ,Domestic and allied Workers Union
DANIDA	Danish International Development Agency
ER	Employee Retention
ERP	Employee Retention Program
IT	Information Technology
MPM	Masters in Project Management
NGO	Non-Government Organization
NSSF	Nation Social Security Fund
PPF	Parastatal Pension Fund
SPSS)	Statistic Package for Social Science
TEWUTA,	Tanzania Plantation and Agricultural Workers
TPCC	Tanzania Portland Cement Company
TRAUWU	Transport Workers Union of Tanzania
TUCTA	Trade Union Congress of Tanzania)
TUICO	Tanzania Union of Industrial and Commercial Workers
UNDP	United Nations Development Programme

CHAPTER ONE

INTRODUCTION

1.1 Background to the Research Problem

Motivation and retention of employees is very important for organization because employees are the driving force to achieve the development and accomplishment of the organization's goals and objectives. Retention and engagement start at the very early stages of the recruitment process. It is a never ending process as retention and engagement is affected by almost all aspects of the business (Biota et al 2011) and directly affecting the employee relationships around the world. Regardless of the region, recruitment process and retention seem to take the biggest hits (Forgacs, 2009)

Andrew Carnegie, the famous industrialist of 19th century commented, "Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again" (Gupta, 2007)

An Employee Retention Program (ERP) is said to be effective when a systematic effort is made to create and foster an environment that encourages and supports employees to remain employed by maintaining strategies and practices in place that addresses their diverse needs. Employee retention (ER) is a process in which the employees are encouraged to remain with the organization for the maximum period

of time or until the completion of the project. Even though ER has now become a tough task, it is beneficial for the organization as well as the employee. The job of human resource personnel is done perfect if it places a right person for a right job at a right place in a right time. But retention is more important than hiring. (Forgacs, 2009)

A talented employee will never fall shortage of the opportunities. If a person is not satisfied with the present job, he may switch over to another, of his choice. The top organizations are on the top because they care for their employees and they know how to keep them glued to the organization. Employees stay or leave organizations for many reasons the reasons may be personal or professional. Employees who are satisfied and happy with their jobs are more dedicated and work for organization's growth. Job satisfaction is something that working people seek and a key element of employee retention which is possible only by making the employee feel comfortable physically and psychologically. The inflationary trends seen in the market economy is causing the job market more competitive. It is getting more difficult to retain employees, as the pool of talent is becoming more-and more tapped-out. A good employer should know how to attract and retain his employees (Alkandari, 2009).

Back to my case study Twiga cement (TPCC) is a Tanzanian company that manufacture Portland cement. Twiga's cement is produced in grade ordinary and Twiga extra 'the company was founded in 1959 as Tanzania Portland cement company producing its first bag of cement in mid 1966. in association with Tanzania

development corporation and cement AG of Swaziland .A major cement producing facilities at Wazo hill in dares salaam went in line in 1966.In 1973 the company was nationalized with the government of Tanzania owning 100% of shares. In 1998 the company was reprivatized by the government Scancem of Norway and Swidfund. By 2005 twiga was a part of Heidelberg cement in Africa of which Scancem is subsidiary.

Other major cement producer includes;Mbeya cement and Tanga cement. Local operating unit are crucial to the success of business. Local management has full responsibility for the production ,market cultivation and development of managers with the aim of market and cost leadership.

In 2008 (TPCC) strengthen its level to a larger contractors and other professionals by expanding bulk handling capacity and increasing the number of mobile silos. The company plays important role in Tanzanian economy and their employees and the majority of Tanzanian people especially in construction activities, employees are good source of that allow a good production to take place as well as service provision.

Motivation of employees becomes a major factor in achieving a high level of satisfaction among the customer. Cement product is prepared to meet demand of deferent requirement of customer, this means Domestic as well as Large customers in construction activities like bridge construction, Towers and even Road

construction .Skilled and motivated human resource is one of the contributive factors that stimulate employees to work hard.

There might be many other strategies to keep the employees comfortable in the present job but motivation strategies boost the employees on day to day basis. Contrary to modern belief, monetary compensation is not the highest employee motivator. Nothing works better than motivation. Motivation acts as a catalyst to an individual's success. The team leaders and the managers must constantly motivate the employees to extract the best out of them. If an employee has performed exceptionally well, do appreciate him. Simple words like "Well done," "bravo," "good," "Keep it up" actually go a long way in motivating the employees. The top performers must be in the limelight. The employees must feel indispensable for the organization. It is essential for the employees to be loyal towards their organization to deliver service. Twiga cement like any other cement company tries hard to motivate employees and retaining them

1.2 Statement of the Research Problem

It has been anticipated that ,proper motivation is the base line in retention of employees as for the case of Tanzania Portland Cement Company 'though (Nel et:al,2004) sees motivation as a complex issue due to the uniqueness of the people and the wide range of internal and external factors that impact on it

The employees of a company are important stakeholders in the organization, unfortunately after scarce resources have been used in recruiting, training and

developing, they leave the company for other companies. Employee turnover drain scarce resources of Company, as the services of the lost employees are no longer available to be utilized. The problem of employee turnover raises a lot of concern in the company. However, employees leave the organization with reasons. If the needs of employees are properly addressed, labor turnover is not likely to rise, the risen level of labor turnover implies some poor motivation

The present study is an attempt to find out if motivation plays the expected role in retention of employee at TPCC.

Management of TPCC has this strategic plan of retaining employees through motivation so as to strengthen the performance and fulfill the operation plan. Retention of employees has been included in strategic plan since 1980's

It has been stated that introduction of good salary, Promotion 'bonus 'health and safety of workers, Security Recognition and benefits are some of the issue that stimulate workers morale. Twig cement depends on human resource to achieve its goals in production and services; motivation of workers encourages many employees to stays in their working place until they retire

For a long time according to Herzberg, in order to fully motivate employees both maintenance and motivational factors need to be addressed this factors include salary, incentives, achievement, recognition are some of the factors employees wants.

Medical facilities is one of example offered by TPCC, the company fully met the cost of medical consultation and treatment for all employees and their families, salary level are adjusted annually with the company's means after negotiation between TUICO and management. Some employees are member of parastatal pension Fund (PPF) and other are Nation Social Security Fund (NSSF) in order to meet the employment benefits. Training of staffs is also considered to meet the global requirement. Motivated workers are productive, happy and committed, this in one way or another help to reduce workers turnover and ultimately increase company loyalty and work place harmony (locke, 1968)

1.3 Objectives of the Study

The objective of this study is divided into two parts general objective and specific objectives

1.3.1 General Objectives

The general objectives of this study are to assess the role that motivation plays in retention of employees.

1.3.2 Specific Objectives

- i. To examine influence of motivation on retention of employees
- ii. To assess the motivation technique developed by TPCC that helps in retention of employees
- iii. To identify the challenges that face the company in motivation practice

- iv. To assess the demotivating factors lead to poor service delivery.

1.4 Research Questions

1.4.1 General Research Question

The general research question of this study; what role does motivation play in retention of employees?

1.4.2 Specific Research Questions

- i. What are the motivation influences that help in retention of employees?
- ii. What are the motivation techniques employed by TPCC in retention of employees?
- iii. What are the challenges that face the company in motivation practice?
- iv. What are the demotivation factors that leading to poor service delivery

1.5 Significance of the Study

Significance of this study was to assess the role that motivation plays in retention of employees. Retaining of employees is not only important just to reduce the turnover cost or the cost incurred by the company to recruit and train, but the need of retaining employees from getting poached. Retention of employees has shown to be significant to the development and accomplishment of organization goals and objectives (Alkandary et al2009).retention of employee can be a vital source of competitive advantage to any organization (Mullins,2010;Amstrong,2005).The loss of talented employees may be detrimental to the company's future success(Terence et al2001)

There are many factors which show the importance of the employee's retention, they may be the turnover cost which includes the hundreds of thousands of shillings to the company's expenses. In fact it is difficult to calculate the turnover cost which includes hiring cost, training cost and productivity loss .when employee leave the organization he take with him the valuable information about the organization, the customers, the current projects and also the past history of his competitors to the new employee. When the employee leave the organization the investment is not realized, customer service is interrupted. A good employer should know how to motivate and retain the employees Alkandari,(2009). Employee motivation is one of important factor that can help the employer to improve employee and organization performance.

The research also will contribute to the provision of good knowledge to be used in solving the existing customer complaints and problems at Twiga cement and other Portland cement companies. Furthermore the study will assist the policy makers in preparing good policies on providing good customer services and also help motivate employees so as to retain them

The research report will reveal the weaknesses in the existing Portland cement companies and provided strategies designed to eliminate those weaknesses.

Academically, the study will add value to the existing body of knowledge especially in the field of employee motivation and retention. It helps in deterring sources of poor employee motivation by different private sectors. This helps private organizations especially the cement sector to evaluate themselves by reflecting the kind of employees' motivations offered to their employees, reliability and credibility of these employee wellbeing and applicable procedures in relation to employee motivation.

iv.4 Scope of the Study

This study helped us to understand employee's preferences and their expected needs from the company, the study will not only help a researcher but it also assist in problem solving in other place of work. Findings obtained can help researcher prove success or failure sign of the company regarding that motivation and retention of employees are key factor for company's strength.

It is also useful for law amendment and avoid strike, grievances, among the staffs. Good example is workers strike in Tanzania, (trade union congress of Tanzania) TUCTA with the support of (Tanzania teachers union) TTU, (Tanzania plantation and agricultural workers) TEWUTA, TPAWU (transport workers union of Tanzania) TRAWU (Tanzania rail workers union), others include CHODAWU (conservation, Hotel, Domestic and allied workers union), TUICO (Tanzania union of industrial and commercial workers) on salary increment 2009. Weaknesses and Strengths of organization can easily be revealed and solution to be taken.

1.7 Organization of the Study.

The study is presented on five chapters. The first chapter has an introduction which covers the background of the research problem, Statement of research problem ‘Objective of the study, Research questions are also to help the researcher meet the target, Significant of the study were also introduced as well as how the research has been organized . While in chapter two is about literature reviews, here conceptual definitions of key words used in this research have been outlined to give better meaning to readers, others include theoretical literature review ‘Empirical literature reviews, Research gap, Conceptual and theoretical frame work. Chapter three focus on research methodology which include study design Area of study, Study of population, Sampling size and Sampling design ,Data collection method and Data collection tools have also been outlined to allow smooth collection of data Reliability and Validity of data were also considered followed by Data analysis . Chapter four is about the discussion of findings of this research and the analysis of Data collection from the field are provided. In this chapter research question are been answered and thee research matching with the objective in order to make the study significant Chapter five summarization conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the definition of relevant terms. The second part of this chapter explores the empirical literature review of the study and the third part provides the literature gap to be covered by the study. The fourth part provide the conceptual frame work which guide this study

2.2 Conceptual Definitions

2.2.1 Retention

Retention is a voluntary move by an organization to create an environment which engage s employees for a long term (Chaminade,2007).the main purpose of retention is to prevent the loss of competent employee from leaving the organization as this could have the adverse effect on productivity and profitability (Samuel et al 2009).A well designed and purposeful executed employee retention strategy will result in a very low employee turnover.

The way business organization reward ‘Treat, Develop and motivate its work force will determine whether these employees will stay with the organization well enough or not. All organization activities geared toward the employee should be designed

toward encouraging them to remain committed to the organization and its long term goal and objective

According to Curtis et al (2001,p.59) when manager ignore the concept of retention there may be high turnover in an organization which can severely cause damage to the business .moreover in a view of Curtis et al (2001),it cost quite a lot to replace workers who leave an organization .also. it is said by Tharnton (2001)that to recruit the key employee like the managers specialist or trained professional ask for a large amount of money which in turn can be up 150 percent of the annual salary.

2.2.2 Motivation

Employee motivation is “is the heart of giving the employee’s what they really want most from the work”(dell,1988).the more you are able to provide what they want the more you should expect what you really want ‘namely: productivity ‘quality, and service. Jones and George argue that employee’s motivation is as psychological force that determine the direction of a person’s behavior in an organization, a person’s level of effort ‘and a person ‘s level of persistence”

According to Hoy (1987) ,employee’s motion is a complex force that drives ‘need, tension states or other mechanism that starts and maintains voluntary activities directed toward the achievement of personal goal.

Motivation is defined by Rudolf (1989, 1) as “the development of a desire within an employee to perform a task to his/her greatest ability based on that individual’s own initiative”.

Harris (1996, 84) on the other hand defined motivation as “an educational program which channels the employees efforts towards organizational activities and thus increasing the performance of the said boundary spanning roles”.

Furthermore motivation has been defined in the Benet dictionary as “the creation of stimuli, incentives, and working environments which enable people to perform to the best of their ability in pursuit of organizational success” (Benet business dictionary 2009).

Motivation in this context is thus described as the economic tool that enables managers and administrators to contract others to achieve stated or agreed targets. In the 20th century a change in theory occurred away from motivation by dictation and discipline, which was exemplified by Frederick Winslow Taylor's scientific management, through the creation of an appropriate corporate atmosphere and addressing the needs of individual employees (Taylor 2008, 26).

According to Taylor et al (2008, 26) although this concept is widely agreed to be one of the key management tasks, it has frequently been suggested that no single individual person can motivate others but can only create conditions for others to be self-motivated.

2.2.3 Employee

There is no specific statutory definition of the term employee (albright,2003).Labour relations code defines an employee as a person employed by an employer ‘and include a dependent contractor ,but does not include a person who , in the board’s opinion ‘perform functions of manager or superintended or is employed in confidential capacity in matter s relating to labor relation of personnel (albright,2003)

2.3 Theoretical Literature Review

This part focused on various theories of employee’s motivation in relation to the retention of employees. There are many theories which explain how workers are motivated which in one way or another gives light on how to retain employees in an organization ,‘this theory include

2.3.1 Expectance theory

Vroom (1964) ,Define motivation as a process controlled by an individual that govern choices among alternative form of voluntary activities. Individual make choice based on estimate of how well the expected result of a given behavior are going to match up with or eventually lead to the desired results.

In vroom’s analysis ,the basis for motivation is threefold:

The individual’s expectance that effort will lead to the intended performance

The instrumentality of this performance in achieving a certain results

The desirability of the result (known as valence) to the individual

Vroom introduces three variables within his expectancy theory: Valence (v), expectancy (E), and instrumentality (I). These three elements also have clearly defined relationship: effort performance (expectancy), performance outcome (expectancy)

These three components of expectancy theory (expectancy, instrumentality, and valence) fit together in this fashion. This means that; expectancy is the effort performed while Instrumentality is the performance outcome. Expectancy is the belief that an effort (E) will result in attainment of desired performance goals usually this belief is based on an individual's past experience, self-confidence and the perceived difficulty of the performance standard or goal. Factors associated with the individual's expectancy perception are competence, goal difficulty, and control. Instrumentality is the belief that a person will receive a desired outcome if the performance expectation is met. This outcome may come in the form of a pay increase, promotion, recognition, or sense of accomplishment. Instrumentality is low when the outcome is the same for all possible levels of performance. Valence is the value individuals place on an outcome based on their needs, goals, values and sources of motivation. Factors associated with individual valence are values, needs, goals, preference, source of motivation and the strength of an individual's performance for a particular outcome.

Expectancy theory can help managers understand how individuals are motivated to choose among various behavioral alternatives. To enhance the connection between performance and outcome, a manager should use a system that ties rewards very closely

to performance. Managers also need to ensure that the reward provided are deserved and wanted by the recipients.

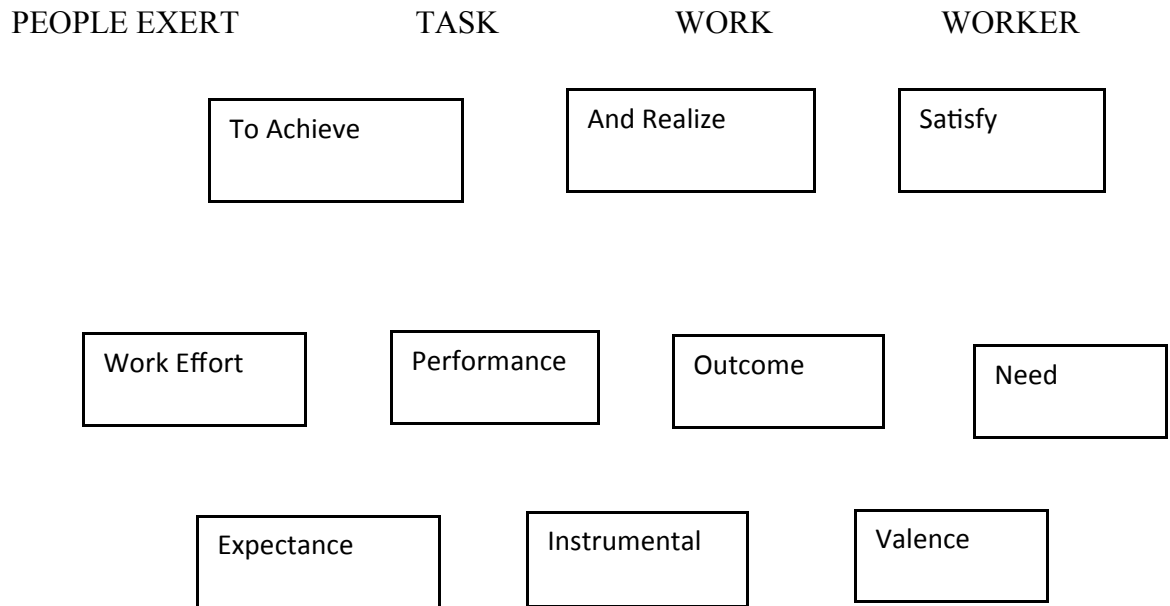


Figure 2.1: Conceptual model of expectancy

Source: From William Maloney (1985)

2.3.2 Herzberg's two factor theory

The frame work of this pepper is based on identifying the prevalent extrinsic and intrinsic factor which determines employee's motivation. To identify relevant motivational factors which influence employees work activities and performance at work place, it was chosen Herzberg two factor theory. The two category of motivational factor which Herzberg (1966) identified and demonstrate that motivators (recognition, promotion, personal development responsibility. of worker.) are associated with work satisfaction and produce work performance, whereas hygiene factors such as salary, work condition job security ,company policies are associated with dissatisfaction. According to Herzberg's theory , the extrinsic factor do not produce satisfaction and work performance but their presence represent s

precondition for motivator produce their effect s. the absence of intrinsic factors (motivator) determine motivator dissatisfaction and their presence in employees work represent a source of work motivation and satisfaction (Stroh, Northcraft and Neale, 2002).

2.3.3 The hierarchy of need theory

Maslow hierarchy of need theory proposed by Abraham Maslow in his 1954 book motivation and personality.

Maslow hierarchy of need is often portrayed in a shape of pyramid (Maslow 1954) with the largest and most fundamental level of needs at the bottom and the need for self-actualization at the top in ascending order beginning with the most basic need the needs are psychological safety social esteem and self-actualization needs. According to Maslow People are motivated to satisfy the lower needs before they try to satisfy the higher need

The theory is based on the assumption that individuals are motivated to satisfy a number of needs and that money can directly or indirectly satisfy only some of these needs. The hierarchy of needs consist of five levels as follows:-

- i. Physiological needs: food, water, sleep, health exercise and rest.
- ii. Safety needs: security and safety, protection, comfort and space.
- iii. Social needs Acceptance, feelings and belonging, group membership, love and affection and group participation.

- iv. Esteem needs:-self-respect achievement, attention, recognition, status and reputation.
- v. Self-actualization:- (Maslow, 1954), describe that, what a man can be, he must be .this form the basis of thee perceived need for self-actualization. Maslow describes this desire to become more and more what one is, to become everything that one is capable of becoming. One can achieve this not through promotions but by mastering his or her environment and setting and achieving goal (Maslow, 1945).

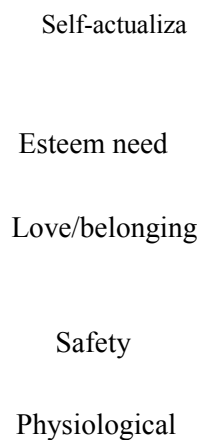


Figure 2.2: Maslow hierarchy of need

Source Maslow (1943)

Theory contributed to the understanding of important needs which make leaders or manager to make positive reinforcement, the theory also help to identify levels of

needs that help to satisfy before the high levels need in which low level need to be satisfied before the highest level.

2.4 Empirical literature review

Introduction

In this section the researcher relates the study he/she is conducting with the reviewed literature through the related research work that have done by other in the same ground. There is strong relationship between empirical support on motivation and retention of employees

Human resource is regarded as a valuable resource in any organization. Armstrong et al (2002) state that people and their skills, abilities ‘and experience are now regarded as making a significant contribution to the organization success and as constituting a major source of competitive advantage. Similarly, Aydogdu et al (2011) assert that in a view of rapidly changing business environment, it must not be forgotten that the success and competing power of the organization depend on committed and highly motivated, satisfied and innovative human resource.

2.4.1 Empirical literature review worldwide

Akingbola (2004) Analyzed the implications of government contract funding on staffing pattern of anonprofitagency,theCanadian red cross,TorontoRegion,the study explain the implication of the staffing pattern on service and on agency’s organization .Staffing is one of area that the literature on nonprofit organization has

not adequately addressed . The finding indicate that contract based fund lead to the hiring of temporary staffs and affects the retention of employees .Although contract funding has some benefits /contract staffing is detrimental to the agency 's service .It affect not only employees recruitment and retention but also training. The results highlight how change in government funding from grants to contracts resulted in the agency's new staffing strategy and ultimately reduce d the effectiveness of the services the agency provided to the community.

Study conducted by (Singh 2010) on employees retention in IT eS Industry a case of North India Chandigarh University. The present study examine the phenomenon of employees retention in the IT eS sector in the tri city of Chandigarh ,mohal and Panchukula in order to develop appropriate strategies which can help the organization in this sector to retain the valuable talent. The major objective of the researcher are to study employee retention strategies followed in IT eS Industry in Tri city of Chandigarh,Mohaland and Panchkula significance of selecting HR practice in the attainment of job satisfaction among the employees of the industry ; extent of employee retention ; correlation between job satisfaction and employee retention, prevalence of talent management system and identify different strategies adopted to reduce the monotony of work for the executive positions. The t-test, chi square test in order to retain employees

Tietjen et al(1998) study on motivation and job satisfaction in Florida USA, they revealed that , the instilling of satisfaction within works is a crucial task of

management. Satisfaction created confidence, loyalty and ultimately improve quality in output of the employed satisfaction

According to Sheridan (1992) concluded in their research paper that the most challenging factor for retention of employees is organizational cultural and ecological factor these are the positive factors between employees efficiency and efficiently.

Shafiq et al. (2011) conducted a research on topic of relationship between compensation and motivation of employees, 226 employees of different banks were interviewed and commented that. Motivations helpful for retention. Demotivated employees early quit from the current organization as compared to motivated employees.

UNDP (2006) reported that, for long time it was thought that intrinsic and extrinsic motivation cause additive and could easily be combined to produce optimal performance.

However, today, it is recognized that, there are tradeoffs. Motivation also has dynamic characteristics. Thus, it can be seen that there is an evolution over time where motivation changes with age.

The study conducted to Inland revenue staff shows that any positive motivational effects on performances pay have been, at most, very modest among revenue staff

and there is clear evidence of some de-motivation among staff, it is by no means implausible that, the net motivational effect have been negative for the reason that this failure to motivate looks to be that, the allocation of performance payment is seen by many staff to be unfair. DANIDA (2006), found that a total reward approach is needed to enhance staff motivation, as one of the key elements in increasing organizational performances.

Marsen, et al (1992) study on motivation and performance related pay in public sector at Inland Revenue found that, the allocation of performance payment is seen by many staff to be unfair, award are given to those who have received good appraisal rating, thus, the amount of money involved in performance related pay awards is simply not large enough to justify a change in behavior.

UNDP (2006) reported that, it is possible to distinguish factors that have motivation effect from the capacity elements. Some are internal, external to the environment of any given system. Question of motivation is inextricably linked with capacity and need to be analyzed and addressed on all capacity levels; individuals, organization and enabling environment. Incentive measures such as salary, secondary benefits and intangible rewards, recognition have traditionally been used to motivate employees to increase performance. The focus of that paper was on the incentives and incentives system that influence motivation and behavior of people or large system performance outcomes.

Khan et al, (2011) Impact of motivation on job satisfaction and employee performance: An empirical study of autonomous medical institution of Pakistan “cited Nanda et al (1977) have investigated the important employee performance indicators at the hiring stage. They concluded that level of job satisfaction and motivation affects the employee productivity. The high performer demand attractive packages from the employers

2.4.2 Empirical literature review in Africa.

DANIDA (2006) funded a policy study, comparing relatively well and poor performing organization (ministries, executive’s agencies and local government in Tanzania and Uganda). The study was inspired by the fact that, performance differs significantly between public organization in these two countries as in most other countries. The empirical result of the study confirm that; to improve organizational performance, staff must be hired, fired, promoted and transferred on merit principal. But employee without motivation (intrinsic and extrinsic) will not fulfill organization mandate.

The study by Joyce (2013) on Staff retention in developing countries case study of an NGO in the health sectors in Malawi, shows that, by using surveyed data collected from 299 employees the results of this study revealed that it was the non-financial, intangible reward and not the financial package that significantly contributed to the employees feeling of satisfaction and their intention to continue working for the case NGO. The results imply that when designing retention strategies

, it is not for just about money but rather, it is important to factor in intangible rewards which could provide psychological satisfaction and may indeed have a deeper and longer lasting effect.

AMREF (2012) conducted a study on factor affecting motivation and retention of primary level Health care workers in Machakos ,Kibera and Turkana in Kenya. (Human Resource for Health Project) Findings shows that 13% of workers changed job but only 44% were seen to be satisfied with their jobs, Also intention to leave the job among the turkana's were very high which counted 88% of respondent indicating that they would leave their current job to work in different district. Salary and terminal benefits were mentioned as an important compensation factors closely linked to motivation in retention of employees. About 76 health workers in machakos felt that they had unfair salary compared to 56% Nairobi, 53% Turkana. About 91% in machakos felt that hardship allowance is important. In efficient and unreliable transport to workers and lack of electricity were the main de motivational factors in Turkana, while appreciation of the local culture was a positive motivator. So this finding demonstrates a distinct motivational and retention factor affecting health workers in three disparate that, this job satisfaction and conducive environment were to be addressed.

Study by Selesho (2014) At Ida NaileVaa University of technology south Africa reveled that ,the shortage of academic staff and failure of university to retain quality academic staff continue to be crucial to the changing prospects and potential of

knowledge formation and learning. The study intends to examine factor that influence the poor retention rate of academic staffs at selected university in South Africa.

The study discovers job satisfactions as the main factor keeping academic staff in their profession. While this intrinsic factor plays an important role, there was also extrinsic factor as constructed from the findings. respondent consider the academic professional to be a meager paying job with little opportunity for growth .However it can be argued that salary is concern even though academic staff considers that the academic profession has superior reputation in society. Academics believe that professional has the heavy workload making it difficult to meet promotion requirements which would benefit from academic support.

2.4.3 Empirical literature reviews in Tanzania

Motivation packages in most Tanzania public organization have not yet met employee needs for better organizational performance. A number of strikes from teachers, nurses, are evidence that wages and salaries are inadequate to lower ranked employees have been reported. Motivation is a life blood of not only organizations but also people the most valuable resource that if considered well, can act as a focal point of strategic thinking. To avoid strikes, absenteeism, turnover, and enhance higher performance in public organizations, employee motivation packages should be given a first priority.

In Tanzania, different scholars have discussed the problems of workers' motivation and suggested measures to be taken to improve it. Apparently, none of these studies has shed light on how motivation influences the employees' performance. They have done research on various aspects of workers' motivation in Tanzania. They conclude that; one, employee motivation is among the important aspects towards morale building that increased commitment of its workers to achieve organizational success and non-attainment of workers motivation originates from the lack of proper identification of workers needs and assumptions that all workers have similar needs (Chikole,2008).

The problem of motivation in public organization is caused by over-control of public organization by the government, (Mutagwa,1990), he argues that parasitical organization are not free to make decision on critical issues- like formulation of incentive programs. They also need psychological satisfaction from a human works environment to maximize their pleasure and minimize pain. Mongo, (2006) argues that: workers indiscipline in Tanzania organization reflect the lack of identification of workers' needs which in turn leads to workers' dissatisfaction and hence affect efficiency and productivity.

Mponeyza (2007) insisted on the importance of understanding the needs of each worker before formulating any incentive scheme to motivate employees, that each individual worker perceives the value of organizational incentive Program from the point of view of the extent to which his/her needs can be satisfied.

Mwakabalile (2007), conclude that, motivation has a positive impact on organizational performance, hence all responsible management system have to make their employees aware of the incentives package because some are unaware of that and perceive it to be unfair and inequitable due to lack of transparency, fund and clear communication between leaders and employees. Andrew (2005) in the role of motivation to organizational success revealed that, high degree of inequity in the incentives provided creates classes among employees and high degree of inequity creates a feeling of unfairness and job dissatisfaction.

StudybyShao(2014) on factors influencing employee retention in public organization in Tanzania a case of Mwanza region secretariat shows that, job security ,training opportunities ,salary amounts, working environment ,participative decision making ,good allowance ,good relationship with management ,retirement benefits plans and promotion are some of the factors that basically influence employees retention at Mwanza region secretariat. So if all of these are well implemented can influence workers to stay in an organization for a long time ‘but if this condition is seen to be poorly implemented they can act as a limitation to employee’s retention.

Jacson (2014) conducted a study on assessment of factors influencing employee’s retention in Tanzania’s work organization but in his findings he revealed that there is a high rate of turnover in Tanzania work organization and that those who stayed

in the same organization were from public organization particularly higher learning institutions. The study also revealed that low salaries and benefits were the main reason to these people leaving the organization. Furthermore employer psychological factors including organizational justice and prestige were mentioned as influence to employee retention, Increased salary were also mentioned to be one of the motivating factor used by the most companies in retaining of employees .In this case the study recommend regular review of remunerations, structure of good retirement plans and foster a congenial or conducive work environments that provide and create opportunities for further development. Learning and deepening motivation were also spoken to be the contributive factor to the organization performance..

Sedoyela et al(2014) conducted a study about labor turnover in Tanzania Telecom Vs. Banking sector. The findings explore the motivating factor for increased rate of turnover in telecom industry in comparison with banking industry of Tanzania. A determinant factor used as a focus in this study include poor compensation and benefits 'working environment ,ability to assess new job ,work life policies and carrier development

The result of this finding revealed those independent variables which are poor compensation ,benefits, and working environment as the key significant factor s affecting turnover in respective industries. So this shows that rate of turnover will

be reduced only if there is proper motivation strategy which in turn encourage workers to remain in their working place sometime until they retire.

Domino (2009) .In his research findings about the role of motivation in retention of employees ‘the study which were conducted at the bank of Tanzania Mwanza brunch revealed that, satisfaction of human need such as food cloth and shelter played an integral motivational role in retention of employee ‘but other factor for low rate of employees turnover in BOT were job satisfaction among the employees ;participative management ; comparative high pay ; reasonable degree of autonomy ; good company image ;equitable payment system and equal opportunity for promotion are some of the factors which are seen to be considered ‘so you can see basing on all of these studies conducted by different scholars, retention is dependent variable, in this case motivation of workers is seen to play great role in retention of employee as well as the performance as well.

2.5 Research gap

Although there are many studies conducted on influence of motivation in different aspects in relation to employee’s retention but most of the researchers did not concentrate or address the impact of motivation to workers retention on manufacturing company especially TPCC and other companies of the same kind specifically in Tanzania.

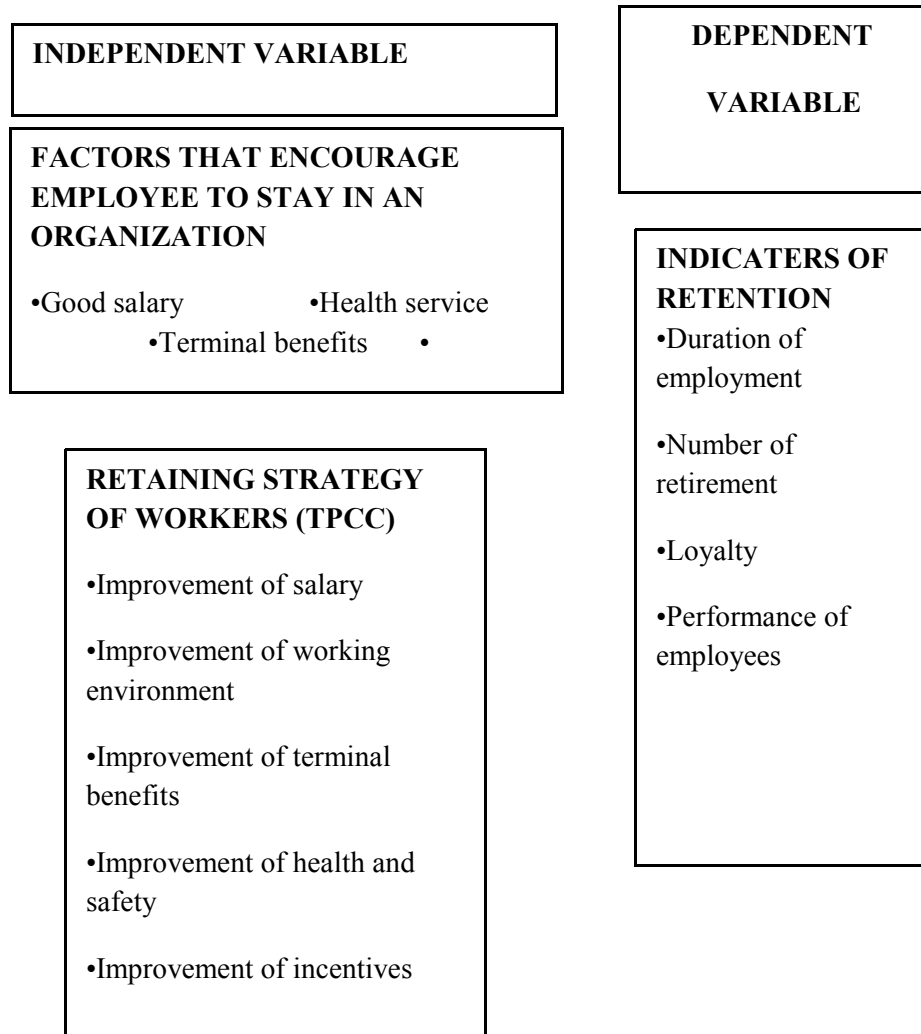


Figure 2.3 Conceptual Framework

Source Researchers own construction

2.6 Theoretical Framework

Employee motivation and retention are like two side of the same coin, that means cannot be separated though the two sides do not look the same. There are two variables, independent variable and dependent variable, of which motivation of employees is done so as to encourage employees to stay in the organization and

reduce turnover. Organization cannot perform or achieve its goals if employees are not motivated.

Apart from employee motivation there should also be some factors associated with motivation process so as to attain company goals 'these factors are mediating factors which include salary ,recognition, good working environment, workers benefits and even good company policies without forgetting good relationship in the place of work. Gaps normally occur if employees are not well motivated, one of the way TPCC do to retain employees is through motivation, this reduce labor turnover and give chance in production processes.

In this study it is assumed that the employee's retention has direct relationship with motivation factors. Antonioni (1999) revealed that people are willing to put their jobs basing on the degree in which they feel their motivational need will be satisfied

This framework is shown in the figure above showing how motivation play part in retention of employees The important variables in this mode are of two the motivation of employees which stand as an independent variable and retention of employees which is the outcome of motivation known as dependent variable .

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introductions

This chapter presents the research methodology of the study. It describes and justifies the methods and processes that were employed to collect data which were used to answer the research questions. The chapter starts by defining what the research methodology is ,then it reviews the different type of research with the view of classifying the research study.

Research methodology refers to a systematic way applied to solve the research problems (Kothari, 1990). This can be achieved by employing appropriate research methodology.

3.2 Research design

Refers to the arrangement of condition for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economic in procedure. Study design is the conceptual structure within which research is conducted; it constitutes the blue print for the collection ‘measurement and analysis of data. As such the design includes an outline of what the researcher did from writing the hypotheses and its operation implication to the final analysis of data. More explicitly ‘the design decision happen to be in respect of: what the study is all about, Place in

which the study were carried out, the type of data required, 'Place in which required data were found , period of time which include the sample design, technique of data collection used.

The study employed the descriptive type of study, the descriptive study concerned with determination of the frequency with which something occurred or the relationship between two variables(Chuchill,1996).also descriptive research used a set of scientific method and procedure to collect raw data and created data structure that described the existed characteristic of a defined target population as well as Structure (Ortinou et al, 2000).It concern with specific predictions and narration of facts and the characteristic concerning individuals, groups or situation (Kothari,1996).

3.3 Area of the study

The area of study refers to the extent to which the study intends to cover (Kothari 1990). The study was done at Tanzania Portland cement company TPCC. Other name is Twiga cement. The company is located about 30 km northwest of Dar es salaam popular name Wazo hill. Study was conducted at Tanzania Portland Cement Company to be the area of study because it is among the organization which employs large number of people. And easy to reach the place because of closeness

3.4 Population of the study.

Kothari, (1996) refers population as an entire group of individuals, events, or object having common observable characteristic. In this study the target population was 240

people. The focus areas was Production Areas, health and safety department, sales department, technicians, 'human resources department, engineers, crusher section, machine operators, Head of departments, production manager, and supervises.

3.5 Sample size and sampling design

3.5.1 Sample Size

In this study a sample of 96 respondents were used in which a total of 96 questionnaires and interview guides were prepared to the employees of TPCC. Sample size is a segment of population in which a researcher was interested in gaining information and drawing conclusion (Babbie,1992). So when selecting a ,sampling methods as well as the financial resources available for facilitation of the specific study this was according to (charles,1995). The sample size was determined to be representative of a given population by the following formula adopted from Slovene 'sample size.

Where; n = Sample Size

N =Total population

E = Level of confidence

Then;

Distribution of the sample size is shown on the table below.

Table 3.1 Sample Size

SN	Respondents	Sample Size	Data collection tools used
1	Production department	9	Questionnaires
2	Engineers	5	Questionnaires
3	Technicians	27	Questionnaires
4	Head of department	7	Questionnaires/ interview
5	Health and Safety	15	Questionnaires
6	Machine operators	15	Questionnaires
7	Crushers	18	Questionnaires
Total		96	

Source: Researcher

3.5.2 Sampling design

Sample Design was a definite plan for obtaining a sample from a given population (Kothari, 2003) it referred to the technique or procedure that researcher adopted in selecting items for the sample. Also sample design laid down the number of items including in the sample. This study was based on investigating possible cause and effect relationship between variables by observing some existing consequences and searching back through the data of plausible casual variable obtained from the population of Tanzania Portland Cement Company.

This research used both simple random sampling and purposive technique in picking up respondent from the population of TPCC. Simple Random Sampling technique was used to give out accuracy of relevant information/data on time. Simple Random Sampling is the simplest form of random sampling which forms the model for all the basic results of sampling theory. Units in the study population have an equal chance of being selected (Kothari, 2004) simple random sampling were used to production department respondents, engineers, technicians, health and safety, machine operator and crusher ares.

Purposive sampling was used to obtain the required information from the 5 head of department who had that information according to the knowledge of the researcher. This information was difficult to obtain from individual respondents who were selected randomly since they needed clarification, experience and personal understanding of the respondents who were selected.

3.6 Data collection Methods

Data collection methods are integral part of the research design; there are several data collection methods such as , Primary and secondary data. Each has its own advantage and disadvantage, Rwegoshora (2006).

3.6.1 Secondary data

Secondary data means data that are already available ,they refer to the data which have already been collected and analyzed by someone else .when the researcher utilizes the secondary data , then he or she must involve various source from where he can obtain them. In this case he is certainly not confronted with the problem that is usually associated with the collection of original data. Secondary data may either be published data or unpublished data. usually published data may be available in (a) various publication of central state local government; Various publication of foreign government of international bodies and their subsidiary organizations; Technical and trade journals; Books magazines newspaper; Reports and publication of various associations connected with business and industry, bank and stock exchanges; Reports prepared by scholars , universities, economists etc.

3.6.2 Primary data

Primary data are collected a fresh and for the first time ‘and the happen to be original in character. Kothari (2004) .argues that, a primary source of data provides the word of witness or first record of an event. .In collecting primary data. In this study questionnaires and interviews were used as main tools of collecting primary data for present study.

3.7. Data collection tools

3.7.1 Questionnaire

According to Collis et al (2003), a questionnaire is a list of carefully structured question chosen after considerable testing , with a view of eliciting reliable responses from a chosen sample. The aim was to find out what a selected group of participants

do, think or feel. They state that questionnaires are a popular method of collecting data. According to Kothari (2015) this method of data collection is very popular particular in case of big inquiries. It is being adapted by private individuals researchers, private and public organizations and even government, in this method questionnaires are sent (usually by post) to the person concerned with a request to answer the questions and return the question. Questionnaires consist of number of question printed or typed in a definite order on a form or set of form. Advantage of this method is low cost 'free from bias, respondent have adequate time to give well thought out answer, and large sample can be made.

3.7.2 Interview

Interview is a research method for data collection that involve the collection of data through the direct verbal interaction between researcher and respondents, interview are the most flexible of all methods of data collection. In this study 'open ended question were used during interview. An interview is a purposefully discussion between two or more people (Robson 2002). The use of interview can help the researcher to get valid and reliable data that are relevant to the research question and objective. According to Leedy et al (2005), face to –face interviews yield the highest response and allowed greater freedom to ask supplementary questions to the respondents.

3.7.3 Observation

The researcher visit to the area of study physically to observe activities to the target area, in this case the researcher meet with each participant and objectives of the study is explained .Interview time and setting is rearranged. This technique enabled the researcher to obtain information needed rather than depending on questionnaires and interview only

3.8. Reliability and Validity of data

Reliability refers to how accurate ‘on average the estimate of the true score was in population objective to be measured in order to reduce systematic and random errors and maintain an internal consistency or homogeneity of data. Measure instrument was reliable of it provides consistence results. Reliable measuring instrument does not contribute to validity, but a reliable instrument need not be a valid instrument. Kothari (2014). To this study reliability was accomplished by asking employees from Twiga cement the same questions at different times and observed whether they gave out same answers. Also by using two different ways of data collections (questionnaires and interview questions) contributed a lot to get reliable data in this study

Validity is when an instrument ‘research study measure what it claims to measure.The validity assesses errors arising from bias, measure the conceptualization and design of the research. Kothari (2004) Validity is thus a measure of any kind of that measure s all of that which is supposed to measure and that is supposed to

measure .Interview questionnaires and various documents were used in collecting the needed information in making sure that the questions are validly.

3.9 Data analysis

In analyzing the data collected both quantitative and qualitative method was used. Quantitative analysis involve computation of descriptive statistics mainly percentages. The use of table and percentage in particular helped the reader to note the relationship in quantitative sense more clearly. The data from questionnaires were analyzed using statistic package for social science (SPSS) to get frequencies and percentage

Quantitative data on the other hand involved factual and logical interpretation comparison and explanation of the study findings which narrated in words especially by using the data obtained through documentary source and observation.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSIONS OF FINDINGS

4.1 Introductions

This chapter makes a presentation, analysis and Discussion of findings from the research study titled “assessment of the role that motivation plays in retention of employees in Tanzania Portland Cement Company (TPCC)”. The data were obtained from the respondents through questionnaires and interview covered the following aspects: The role that motivation plays in retention of employees at TPCC. Factors which lead to employee motivation at TPCC, the motivation techniques employed by TPCC in retention of employees, the challenges that face the company in motivation practice and the DE motivational factors that leading to poor service delivery at Twiga cement (TPCC).

4.2 Response Rate

A sample size of 100 respondents was expected to participate in this study, but 96 respondents actually participated. This gives a response rate of 96%, which is quite satisfactory and warrants further analysis.

4.3 Presentation of the Study Findings

The characteristics of the respondent were based on sex, age distribution, education level, duration of employment and working experience.

4.3.1 Demographic and Social Characteristics of Respondents

4.3.1.1 Sex Respondents

The results in table 4:1 indicate that 76 (79.2%) of the respondents were male and 20 (20.8%) of the respondents were female. The study was interested to use sex in order to get balance and accurate data because when employees or Customer are to be considered has to comprise all sexes. The results showed that the majority of employees participated in this study were male big difference were seen between female and male This implies that the policy of ensuring equal opportunities between male and females employees is not well stipulated especially in its actual implementation. However the sex aspect was not an area of the researcher since it is less related to employee motivation practices.

Table 4.1 Sex Respondents

	Gender	Frequency (N)	Percentages (%)
Valid	Male	76	79.2
	Female	20	20.8
	Total	96	100.0

Source: Field Data.

4.3.2. Age of Respondents

The study results in table 4.2 indicate that age group between 40-49 years were 46 (47.9%) of the respondents; 50 and above years were 24 (25%) of the respondents; 30 – 39 years were 18 (18.8%) of the respondents and 18-29 were 8 (8.3%) of the respondents. The results showed that majority of the respondents were between (40-49). This age structure implies that such kind of people are very mobile due to the factor that, most of them are seeking for green pastures. This age group also is being searched by most of the organizations since they believe that such age group is very productive and have working experience. Also it is one of indication that the sense of retention is very high at Twiga cement.

Table 4.2 Age of Respondents

	Response	Frequency (N)	Percentages (%)
Valid	18-29	8	8.3
	30-39	18	18.8
	40-49	46	47.9
	50 and above	24	25.0
	Total	96	100.0

Source: Field Data.

4.3.3 Level of Education

The results in table 4.3 show that 27 (28.1%) of the respondents were degree holders; 22 (22.9%) of the respondents were Diploma holders and or FTC (full technicians); 46 (47.9%) of the respondents were form four leavers or attend vocational education

3(3.1%) of respondents had diploma and advanced diploma 9(9.3) of residents were post graduate making and finally 6 (6.3%). The results indicate that most of the employees have low level of education and especially those working in difficult environment though they are capable of understanding their activities due to working experience at cement factory ,many of the degree holders are working in the offices and they have not employed long time. Majority are holding the vocational education. Motivation influenced many of the employees to remain in the company.

Table 4.3 Education Level

	Education Level	Frequency (N)	Percentages (%)
Valid	Form four/VTC	46	47.9
	Form Six/ FTC	22	22.9
	Diploma/Advance Diploma	3	3.1
	Degree	27	28.1
	Post graduate/Master	9	9.5
	Total	96	100.0

Source: Field Data.

4.3.4 Work Experience of Respondents

The results in table 4.4 indicate that most of respondents had working experience between 11-15 were 34 making up 35.4% followed by 16 years and above and 6-10 were 24 (25%) of the respondents, and 0-5 were 14 making up 14.6% of all respondents. This implies that majority of respondents had worked for personable period of time since most of them had working experience between 11 – 15 years

hence they are in position to understand the working condition and environment of the company

Table 4.4 Work experience of Respondents

	Response	Frequency (N)	Percentages (%)
Valid	0 – 5 years	14	14.6
	6 – 10 years	24	25.0
	11 – 15 years	34	35.4
	16 years and above	24	25.0
	Total	96	100.0

Source: Field Data

4.3.5 Being Employed before Joining To TPCC

The respondents were asked to state whether they have been employed before joining to TPCC. 84 (87.5%) of respondents said they have not been employed before joining to TPCC and 12(12.5%) of respondents said they have been employed before joining to TPCC This implies that at TPCC most of employees have not been employed before join to TPCC as 87.5% indicated

Table 4.5 Being Employed Before Joining to TPCC

		Frequency (N)	Percentages (%)
Valid	Yes	12	12.5
	No	84	87.5
	Total	96	100.0

Source: Field data,,

4.4 The Motivation Influences that help in Retention of Employees

4.4.1 Kind of Motivation that is Effective in Retention of Employees

The question was posed to the respondents to mention kind of motivation that is effective in retention of employees. The findings as shown in table 4.6 show that 32(33.3%) of respondents said good salary followed by 22(22.9%) of respondents who said allowance, 16(16.7%) of respondents said medical facilities, 14(14.6%) of respondents said medical facility, 14(14.6%) of respondents said assurance of employment and 12(12.5%) of respondents said promotion and recognition. The findings show that 33.3% of respondents need good salary as motivational package. This implied that good salary attracts employee and can be used as a factor to sustain and retaining employees.

Table 4.6 Kind of Motivation that is Effective in Retention of Employees

	Education Level	Frequency (N)	Percentages (%)
Valid	Good Salary Package	32	33.3
	Medical Facility	16	16.7
	Assurance of employment	14	14.6
	Allowance	22	22.9
	Promotion and recognition	12	12.5
	Total	96	100.0

Source: Field Data

4.4.2 Salary as a Factor in Employee Retention

The question was asked to the respondents if they salary as a factor in employee retention. The findings as at table 4.7 show that 58(60.4%) of respondents agreed that

salary as a factor in employee retention, 23(24%) of respondents said very good, 6(6.3%) of respondents said not good, 5(5.2) of respondents and 4(4.2) of respondents s. The finding from table 4.7 indicate that it is almost a half of respondents agree that salary is a factor in employee retention as 84.4% of respondents indicated The finding from table 4.7 indicate that it is almost a half of respondents agree that salary is a factor in employee retention as 84.4% of respondents indicated

Table 4.7 Salary as a Factor in Employee Retention

	Education Level	Frequency (N)	Percentages (%)
Valid	Very good	23	24.0
	Good	58	60.4
	Moderate	5	5.2
	Not good	6	6.3
	Not good at all	4	4.2
	Total	96	100.0

Source: Field Data.

4.4.3 Allowance Received per Month as a Factor in employee retention

The question was posed to the respondents if allowance received per month is a factor in employee retention. The finding show that 60(63.8) of respondents said it is good followed by 21(22.3%) of respondents who said very good, 5(5.3%) of respondents said not good and 4(4.3%) of respondent said moderate and not good. The findings from table 4.8 indicate employees at TPCC agree that they are getting good allowance as 63.8% of respondents said good. Employee satisfaction is a reliable predictor of employee retention.

Table 4.8 Allowance Received per Month as a Factor in Employee Retention

	Education Level	Frequency (N)	Percentages (%)
Valid	Very good	21	22.3
	Good	60	63.8
	Moderate	4	4.3
	Not good	5	5.3

	Not good at all	4	4.3
	Total	94	100.0

Source: Field Data

4.4.4 Promotion and Allowance as a Factor in Employee Retention

The question was posed to the respondents if promotion and allowance as a factor in employee retention. The findings show that 60(62.5%) of respondents said very good, 21(21.9%) of respondents said good, 6(6.3%) of respondents said not good, 5(5.2%) of respondents said moderate and 4(4.2%) of respondents said not good at all. of respondents said good, 5(20%) of respondents said very good, 4(16%) of respondents said poor and fair and 1(4%) of respondents said very poor as shown in table 4.9.

Table 4.9. Promotion and Allowance as a Factor in Employee Retention

	Education Level	Frequency (N)	Percentages (%)
Valid	Very good	21	21.9
	Good	60	62.5
	Moderate	5	5.2
	Not good	6	6.3
	Not good at all	4	4.2
	Total	96	100.0

Source: Field Data

4.4.5 Working Environment as a Factor in Employee Retention

The respondents were asked if working environment is a factor in employee retention. The findings indicate that 38(39.6%) of respondents said not good, 23(24%) of respondents said good and moderate and 6(6.3%) of respondents said very good and

not at all. The findings from table 4.10 shows that working environment is a factor in employee retention as 24% said good and moderate. This implies that at TPCC the working environment is good and moderate.

Table 4.10. Working Environment as a Factor in Employee Retention

	Education Level	Frequency (N)	Percentages (%)
Valid	Very good	6	6.3
	Good	23	24.0
	Moderate	23	24.0
	Not good	38	39.6
	Not good at all	6	6.3
	Total	96	100.0

Source: Field Data

4.4.6 Opportunity for Further study and Training

The question was posed to the respondents if opportunity for further study and training. Table 4.11 indicate that 45(46.9%) of respondents said good, 26(27.1%) of respondents said moderate followed by 12(12.5%) of respondents said very good, 9(9.4%) of respondents said not and 4(4.2%) of respondents said not good at all. The finding from table 4.11 indicate that opportunity for further study and training is a factor for retaining employee as 46.9% of respondents agreed. The companies can reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits

Table 4.11. Opportunity for Further Study and Training

	Education Level	Frequency (N)	Percentages (%)
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Valid	Very good	12	12.5
	Good	45	46.9
	Moderate	26	27.1
	Not good	9	9.4
	Not good at all	4	4.2
	Total	96	100.0

Source: Field Data

4.5 The motivation Techniques Employed by TPCC in Retention of employees

4.5.1 Motivation is a better way of retaining employee at TPCC

Respondents were asked to state if motivation is a better way of retaining employee at TPCC The result revealed that 67(69.8%) of respondents agree that motivation is a better way of retaining employee at TPCC and 29(30.2%) of respondents did not agree with the statement that motivation is a better way of retaining employee at TPCC as shown in table 4.12

Table 4.12 Motivation is a Better way of Retaining Employee at TPCC

		Frequency (N)	Percentages (%)
Valid	Yes	67	69.8
	No	29	30.2
	Total	96	100.0

Source: Field Data.

4.5.2 Satisfaction with the reward provided by the company in case of achievement

Respondents were asked to give their opinions on whether their satisfied with the reward provided by the company in case of achievement The results in table 4.13

indicate that 37 (38.5%) of the respondents were not agree followed by 23(24%) of respondents who were completely not satisfied with the reward provided by the company in case of achievement, 16(16.7%) of respondents were neutral, 12(12.5%) of respondents were satisfied and 8(8.3%) of respondents were very much satisfied. The findings from table 4.13 show that employees at TPCC are not satisfied with reward provided by the company as 38.5% are not satisfied followed by 16.7% who are neutral. This implied that TPCC employees are not satisfied with reward provided by the company. Employee satisfaction is a reliable predictor of employee retention

Table 4.13 Satisfaction with the Reward Provided By the Company In Case of Achievement

	Education Level	Frequency (N)	Percentages (%)
Valid	very much satisfied	8	8.3
	Satisfied	12	12.5
	Neutral	16	16.7
	Not satisfies	37	38.5
	completely not satisfied	23	24.0
	Total	96	100.0

Source: Field Data.

4.5.3 Satisfied with the way Bonus is Provided

The respondents were asked if their satisfied with the way bonus is provided, their responses in table 4.14 indicate that 37(38.5%) of respondents were not satisfied with the way bonus is provided, 23(24%) of respondents were completely not satisfied,

16(16.7%) of respondents were neutral, 12(12.5%) of respondents were satisfied with the way bonus is provided and 8(8.35) of respondents were very much satisfied. The results imply that employees are not satisfied with the way bonus is provided as 62.5% were not satisfied.

Table 4.14 Satisfied with the Way Bonus is provided

	Education Level	Frequency (N)	Percentages (%)
Valid	Very much satisfied	8	8.3
	Satisfied	12	12.5
	Neutral	16	16.7
	Not satisfies	37	38.5
	Completely not satisfied	23	24.0
	Total	96	100.0

Source: Field Data

4.5.4 Employee who Quit job between 2013-2015

The respondents were asked if there is any employee who quit job between (2013-2015). The findings in table 4.15 indicate that, 74 (77.1%) of the respondents said no this means there is no any employee who quit in the year between 2013-2015 and 22(22.9%) of respondents said there are employees who quit in the year between 2013-2015. The findings from table 4.15 indicate that employees from TPCC large number of employees from TPCC do not quit the company as 77.1% of respondents indicated.

Table 4.15 Employee who Quit job Between 2013-2015

	Frequency (N)	Percentages (%)
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Valid	Yes	22	22.9
	No	74	77.1
	Total	96	100.0

Source: Field Data.

4.6 The challenges that face the company in motivation practice

The respondents were asked from table 4.16 on the challenges facing the company in motivation practice. The findings show that 94(97.9%) of respondents said employment based on contract, 85(88.5%) of respondents said changes of leadership and 78(81.3%) of respondents said changes of organization policy. The findings from table 4.15 show that there are challenges that face the company in motivation practice, the challenges are changes of policy, changes of leadership and employees based on contract.

Table 4.16. The Challenges that Face The Company In Motivation Practice?

No	Variable	Frequency (N)	Percentages (%)
1	Changes of organization Policy	78	81.3
2	Changes of leadership	85	88.5
3	employment based on contract	94	97.9

Source: Field Data

4.7 The Demotivation Factors that leading to poor customer service delivery.

The respondents were asked about the demotivation factors that leading to poor customer service delivery at Twiga cement (TPCC), the question intend to know the factors that make employees to be demotivated. The findings show that 81(84.4%) of respondents said employees feeling undervalued followed by salary policy and

current economic condition as 79(82.3%) of respondents indicated, 76(79.2%) of respondents said lack of career vision, 67(69.8%) of respondents said unrealistic workload at TPCC, 66(68.8%) of respondents said one of the demotivated factor is poor leadership at the organization. The findings from table 4.17 show that there are factors which demotivate the employees from TPCC the employees motioned them as employee feeling undervalued, Salary Policies and Current Economic Condition, Poor Leadership at the Organization, Unrealistic Workload at TPCC and Lack of Career vision at TPCC

Table 4.17 The Demotivation factors at TPCC

No	Variable	Frequency (N)	Percentages (%)
1	Employees Feeling under-valued	81	84.4
2	Salary Policies and Current Economic Condition	79	82.3
3	Poor Leadership at the Organization	66	68.8
4	Unrealistic Workload at TPCC	67	69.8
5	Lack of Career vision at TPCC	76	79.2

Source: Field Data

4.7.1 Complaint about Customer Service Delivery

The question was asked to the respondents if they have received the complaint about poor customer service delivery. The findings show that 46(47.9%) of respondents said somehow, 32(33.3%) of respondents said once, 12(12.5%) of respondents said several times and 6(6.3%) of respondents said not at all. The findings from table 4.18 indicate that customer complaint are handled as 47.9% of respondents said

Table 4.18: Complaint about Customer Service Delivery

	Response	Frequency (N)	Percentages (%)
Valid	Somehow	46	47.9

	Not at all	6	6.3
	Once	32	33.3
	Several time	12	12.5
	Total	96	100.0

Source: Field Data

4.8 Discussions of Findings

4.8.1 Discussion on the Motivation Influences that help In Retention of

Employees Twiga Cement

The findings from table 4.6 show that 33.3% of respondents need good salary as motivational package. This implied that good salary attracts employee and can be used as a factor to sustain and retaining employees. Likewise Parker et al (2001) suggest that people have to believe that the pay they earn is fair in relation to the work they do. Compensation can include monetary and non-monetary components. Compensation often includes an employee's base salary and additional benefits, such as health insurance, retirement plans and performance bonuses. The compensation packages a business offers to employees affects the company's recruitment rate, retention rate and employee satisfaction. This is supported by Farris (2000) who argued that in a competitive business world, more employers are looking at developments in excellence and increase productivity while decreasing costs. An employee reward program is one method of motivating employees to change work routines and key behaviors to benefit an organization. Reward programs are frequently used by organization to try to retain employees

Recognition serves as a psychological, or intrinsic, reward by acknowledging the accomplishments of an employee in front of his peers. This type of reward can be as simple as maintaining a "Wall of Fame" for employees who meet and exceed established goals. Appreciation is another intrinsic reward to the employees. It's best to show appreciation personally, such as with a handwritten thank-you note. Another way to show appreciation is to stop by the employee's desk and say thanks for a job well done. Showing that appreciate the work the employee is performing for the company is a prime motivator for them to continue doing so.

Retaining productive employees is critical to running a successful business. Retaining employees saves companies money in training costs and helps maintain an efficient and knowledgeable workforce. Health insurance and retirement packages are benefits that any employees desire from their employers. Companies that offer these benefits have a much better chance of retaining workers than businesses that fail to offer benefit packages. Other ways to retain employees is through regular promotions, which not only provide an employee with a higher base salary, but also the ability to take on more responsibility in the workplace. Rousseau (1989) stated that these expectations are difficult to comprehend as a whole. They can be seen more like a multiple collective of diverse and differing expectations held by a set of actors. Therefore, when these expectations are broken, employees' behavior in the workplace rests heavily, feeling disappointed and ultimately motivation on the job will suffer. Psychological contracts are based on specific promises made by both parties and on generally accepted promises that are based on the general

The finding from table 4.7 indicate that it is almost a half of respondents agree that salary is a factor in employee retention as 84.4% of respondents indicated. Salary and wages are rewards that satisfy an employee's basic needs. Part of employee reward system should take into account the salary structure you use. Establish a set of measureable objectives for each employee to meet. Periodically evaluate employees to see how well they are meeting the objectives. Workers who meet the objectives for their job should receive the reward of a pay raise. Salary, overtime, commissions, merit pay, profit-sharing and bonuses all fall under the category of compensation, benefits are often less direct.

This is supported by Domino (2009) .In his research findings about the role of motivation in retention of employees 'the study which were conducted at the bank of Tanzania Mwanza brunch revealed that, satisfaction of human need such as food cloth and shelter played an integral motivational role in retention of employee 'but other factor for low rate of employees turnover in BOT were job satisfaction among the employees ;participative management ; comparative high pay ; reasonable degree of autonomy ; good company image ;equitable payment system and equal opportunity for promotion are some of the factors which are seen to be considered 'so you can see basing on all of these studies conducted by different scholars, retention is dependent variable, in this case motivation of workers is seen to play great role in retention of employee as well as the performance as well.

The findings from table 4.8 indicate employees at TPCC agree that they are getting good allowance as 63.8% of respondents said good. Employee satisfaction is a reliable predictor of employee retention. When employers engage in practices that support good working relationships, employee satisfaction improves because workers tend to believe the company is using their skills and appreciating their service and commitment. In turn, higher job satisfaction generally results in higher levels of employee retention.

The findings from table 4.9 above indicate that TPCC employee agree with good promotion and allowance as a factor in employee retention. Promoting employees to improve job satisfaction can be tricky unless there is justification that promotions will actually resolve issues pertaining to job satisfaction. The reasons underlying job dissatisfaction vary; some employees are simply bored in their current positions or they believe the company is not utilizing their talent; other employees are dissatisfied due to overall working conditions or poor relationships with their supervisors. Depending on the circumstances, promotion can be a workable solution for improving job satisfaction. Sedoyela et al(2014) conducted a study about labor turnover in Tanzania Telecom Vs. Banking sector. The findings explore the motivating factor for increased rate of turnover in telecom industry in comparison with banking industry of Tanzania. A determinant factor used as a focus in this study include poor compensation and benefits 'working environment ,ability to assess new job ,work life policies and carrier development

The findings from table 4.10 shows that working environment is a factor in employee retention as 24% said good and moderate. This implies that at TPCC the working environment is good and moderate. A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily.

The finding from table 4.11 indicate that opportunity for further study and training is a factor for retaining employee as 46.9% of respondents agreed. The companies can reap the rewards of providing training for their employees because well-trained workers help increase productivity and profits. Investing in employee training should improve worker retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce.

Investment in training can improve a company's financial standing. Poor performance often results when employees don't know exactly what they're supposed to do, how to do their jobs or why they need to work a certain way. Training can help solve these performance problems by explaining the details of the job. This should reduce duplication of effort in the workplace; the time spent correcting mistakes and the problem solving necessary to correct bad performances. Improved performance from employee training can reduce staff turnover, lower maintenance costs by

reducing equipment breakdowns and result in fewer customer complaints. Better performance from employees typically creates less need for supervision and brings increased worker output.

The 21st century employment relationship has redefined development and career opportunity. Development is now considered as gaining new skills and taking advantage of many different methods of learning that benefit employees and the organization alike Simonsen (1997) Employees benefit by experiencing greater satisfaction about their ability to achieve results on the job and by taking responsibility for their career; the organization benefits by having employees with more skills who are more productive. The availability of employees in terms of skill development opportunities and career movement is the ‘key attractors’ to organizations. If an organization does not recognize the individual’s need and desire to grow, then ‘development’ becomes a primary reason for resignation Kreisman (2002)

4.8.2 Discussion on the Motivation Techniques Employed By TPCC In Retention Of Employees?

The findings from table 4.13 show that employees at TPCC are not satisfied with reward provided by the company as 38.5% are not satisfied followed by 16.7% who are neutral. This implied that TPCC employees are not satisfied with reward provided by the company. Employee satisfaction is a reliable predictor of employee retention. When employers engage in practices that support good working relationships,

employee satisfaction improves because workers tend to believe the company is using their skills and appreciating their service and commitment. In turn, higher job satisfaction generally results in higher levels of employee retention.

Muhondo,(2014) conducted a study on assessment of factors influencing employee's retention in Tanzania's work organization but in his findings he revealed that there is a high rate of turnover in Tanzania work organization and that those who stayed in the same organization were from public organization particularly higher learning institutions. The study also revealed that low salaries and benefits were the main reason for people leaving the organization. Therefore, rewards as technique applied as means of retaining employee were seen to prove failure, much more other factors were seen to sound

The findings from table 4.14 indicate that employees from TPCC large number of employees from TPCC do not quit the company as 77.1% of respondents indicated. People may decide to quit their jobs for a variety of reasons. Sometimes an employee gets burned out, bored or frustrated with the job. Other times, personal reasons prompt a change of career or location. Still other employees feel they are not appreciated for their contributions, or feel they have no opportunities for growth. If the employees feel unappreciated in the current job, may consider quitting. It can be challenging to give all to a role and continually feel like no one sees or values the work. Motivation can severely decline in this kind of situation when an otherwise good employee gets no positive feedback from her supervisor or boss. But at TPCC is

different as 77.1 have not quit for the year 2013-2015. Two employees interviewed said

*“..... people stay for long time because they know the difficulty of getting jobs somewhere else.....
.....People stay for long time at TPCC because of difficulty of life, the difficulty force the employee to remain so as to get their money for their daily expenses.....”*

4.8.3 Discussion on the Challenges that Face the Company in Motivation

Practice

The findings from table 4.15 show that there are challenges that face the company in motivation practice; the challenges are changes of policy, changes of leadership and employees based on contract. Employees who are satisfied with their jobs and motivated by the company to succeed will also work to create more efficient job processes. Managers should meet at least monthly with employees to discuss the efficiency of their job duties and how they can be improved to increase productivity. The company that sets out to create a satisfying workplace and increase the level of job satisfaction they experience.

Mwakabalile,(2007), conclude that, motivation has a positive impact on organizational performance, hence all responsible management system have to make their employees aware of the incentives package because some are unaware of that and perceive it to be unfair and inequitable due to lack of transparency, fund and clear communication between leaders and employees. This is also related with the challenges are changes of policy, changes of leadership and employees based on contract

When staff members are unmotivated and dissatisfied with their jobs, they tend to not pursue additional tasks that may help the company succeed. For example, dissatisfied employees will generally not offer to volunteer for committees that plan the annual company picnic or help move departments from one part of the office to another. When the company creates an atmosphere of job satisfaction and properly motivates employees, it can be easier to find volunteers to complete outside projects that are necessary for improving company morale or the operation of the organization. One of the benefits to a company that has a motivated and satisfied staff is patience. When a new policy is put into effect or major changes are made to the way the company does business, the entire company is affected. Employees who are satisfied in their jobs are more apt to offer suggestions to make a transition smoother than disgruntled employees. Additionally, as changes are made, motivated employees work as a team to implement those changes as quickly and efficiently as possible.

Common misconception is that only employers can exercise their rights under the employment at-will doctrine. In reality, the employment at-will doctrine applies to both employees and employers. This means an employee also has the right to end the employment relationship at any time, for any reason or for no reason, with or without notice. Employment contracts have termination clauses that require that the parties give written notice of intent to end the employment relationship. Therefore, from the employer's standpoint, a contract guarantees the employee won't suddenly decide to abandon her responsibilities by walking off the job. Still, an employment contract

states the reasons for which an employer may terminate an employee, including the employee's use of poor judgment. Executive-level employment contracts often include clauses that define what types of unacceptable behavior justify termination of the contract. Andrew (2005) in the role of motivation to organizational success revealed that, high degree of inequity in the incentives provided creates classes among employees and high degree of inequity creates a feeling of unfairness and job dissatisfaction.

4.8.4 Discussion on Demotivation Factors that Leading to Poor Service Delivery.

The findings from table 4.16 show that there are factors which demotivate the employees from TPCC the employees mentioned them as employee feeling undervalued, Salary Policies and Current Economic Condition, Poor Leadership at the Organization, Unrealistic Workload at TPCC and Lack of Career vision at TPCC. With regard to Employees Feeling under-valued it was observed that most of the employees of TPCC about 84.4% as shown in table 4.19, the respondents mentioned feeling under- valued and that increased motivational hence job retention. If an employee feels to be undervalued and find that their efforts are not recognized or appreciated, they will soon begin to lack energy and commitment in their role and find another place of job where he/she can be valued. It is important to celebrate successes and give credit where credit is due. Study done by Jacobson (2007) states that every employee has a need to be commended and recognized, and the more often they get it, the better. Being recognized for doing a good job makes individuals feel

better about themselves and the organization they work for ensuring more loyalty. Employers are in the best position to recognize and retain today's employees.

Poor leadership at the organization affect motivation and result in quitting of employees, poor leadership at the organization affect employee moral to work and make them potential for misuse and abuse of power if not well supervised or monitored. Demotivated as 68.8% of respondents as indicated from table 4.19. Effective leadership is an essential factor in the motivation of staff. If strong leadership is lacking or is negatively affecting the outlook of the team – certain employees may start to feel demoralized. Leaders must have a flexible, inclusive approach to manage team and be able to communicate clearly whilst instilling confidence and focus. If a particular team or individual is lacking motivation in the business, it may be due to a lack of good management or leadership skills.

The discussion was supported by Armstrong, (2003) who argued that, it will be of great dis-service to underestimate the merits associated with the concept of empowerment. This is basically due to the fact that this concept assists business executives to discharge some of their leadership responsibilities. It also aids employee to influence other working colleagues in pursuit of organizational objectives. In addition, this concept embodies certain benefits such as sustenance of creativity and a decrease in bureaucratic obstacles. Organizations which have implemented this concept make their internal and external customers more satisfied. This concept may further result in the achievement of overall organization efficiency,

customer satisfaction and preservation, profitability and growth of the organization.

The main demerit in the concept of empowerment is the

Lack of career vision at TPCC. A large number 79.2% of employees as shown in table 4.19.lack of career visions as factor leading to the demotivation of employees at TPCC. In the majority of cases, money is merely one part of an employee's motivation. Most people want to have clear career objectives in place to feel that there is progression for them within their organization. Career visioning can be a useful process in setting clear, long-term goals for an employee so that they can proactively work towards projected outcomes.

The findings from table 4.17 indicate that customer complaint is handled as 47.9% of respondents said. This reveal that complaint from the customers are handled which make performance good and hence retaining employees as they are working in a peace place with minimal complaint from the customers. Employees in any industry may be proactive at reducing complaints, which increases customer satisfaction. To prevent and reduce customer complaints, it helps to know what potential problems the customer may have. If the root cause of the problem is known, steps can be used to fix it before the customer complains. Employees should play the part of a customer to test out the service of the organization. Doing so allows employees to see how customers view the organization. This also offers the ability to identify any potential issues that may lead to complaints. Minimal complaint from the customers make employees satisfied hence retaining them. Certain customer complaints may be due

to high expectations or expecting more than the organization can offer. By letting customers know what to expect, employees can reduce the number of complaints. To do this effectively, employees must be able to meet the expectations that are set. Kuo and Wu (2011), stated that It is important that the service provider notes the failure and tries to change this in the future. “Procedural justice can generally be evaluated as to whether customers can freely express their opinions, recovery efficiency of the company, dominance of the outcome, easiness of making complaints, flexibility, instantaneity, transparency of the recovery process, and appropriateness of the recovery action and policy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of the study, conclusion and recommendations in terms of the data which were collected and analyzed to assess the to assess the role that motivation plays in retention of employees with a case of TPCC

5.2 Summary of Major Findings

The study aimed at assessing the role that motivation plays in retention of employees with a case of TPCC. In this study the researcher had the following specific objectives; To examine how motivation influence the retention of employee, to assess the motivation technique developed by TPCC that helps in retention of employees, to identify the Challenges that face the company in motivation practice, to assess the demotivating factors that leading to poor customer service delivery at Twiga cement (TPCC)

The researcher reviewed various sources of information written and presented by different scholars about decision making. The review of related literature such as in text books, journals, and internet sources have been done. All these sources provided necessary background to the study, after that researcher had identified the research gap.

The research methodology concerned about data collection where the researcher was applying systematic approaches in data collection so to come up with the specific findings. The research used both qualitative and quantitative approaches. Qualitative techniques were used because there was a need to explain the responses from the respondents and analyze them. The study included 96 respondents where by data from TPCC employees and management were collected. Tables and figures were drawn by using special program known as SPSS. The research presented ‘analyzed and discuss the findings of the study. This chapter summarized the findings based on the specific objectives of the study.

The findings from table 4.6 show that 33.3% of respondents need good salary as motivational package. This implied that good salary attracts employee and can be used as a factor to sustain and retaining employees and the finding from table 4.7 indicate that it is almost a half of respondents agree that salary is a factor in employee retention as 84.4% of respondents indicated. Salary and wages are rewards that satisfy an employee’s basic needs. The findings from table 4.8 indicate that employees at TPCC agree that they are getting good allowance as 63.8% of respondents agreed. Also the findings shows that 60(62.5%) of respondent, 21(21.9%) of respondents said very good, while The findings from table 4.10 shows that working environment is a factor in employee retention as 24% said good and moderate but the question was posed to the respondents if opportunity for further study and training. Table 4.11 indicate that 45(46.9%) of respondents said good,

26(27.1%) of respondents said moderate followed by 12(12.5%) of respondents who said very good.

The findings from table 4.13 show that employees at TPCC are not satisfied with reward provided by the company as 38.5% are not satisfied followed by 16.7% who are neutral and the findings from table 4.14 indicate that employees from TPCC large number of employees from TPCC do not quit the company as 77.1% of respondents indicated.

The respondents were asked from table 4.15 on the challenges facing the company in motivation practice. The findings show that 94(97.9%) of respondents said employment based on contract, 85(88.5%) of respondents said changes of leadership and 78(81.3%) of respondents said changes of organization policy.

The respondents were asked about the demotivation factors that leading to poor customer service delivery, the question intend to know the factors that make employees to be demotivated. The findings show that 81(84.4%) of respondents said employees feeling undervalued followed by salary policy and current economic condition as 79(82.3%) of respondents indicated, 76(79.2%) of respondents said lack of career vision, 67(69.8%) of respondents said unrealistic workload at TPCC, 66(68.8%) of respondents said one of the demotivated factor is poor leadership at the organization.

5.3 Implications of the Findings

Research findings have shown that employee motivation can be an effective tool in retaining employees in any company. Findings of the study suggested that monetary incentives packages which affect directly life expenses of employees can be even more effective tool in motivating employees hence retaining them.

The study has implication towards managers that they should be fair and careful when measuring employee's service. Any form of biasness and errors should be avoided and make sure that employees are rewarded accordingly. Managers should always embark on continuous incentives and rewards program to their staffs and this should include personal acknowledgement by letters or e-mail to staffs. This will encourage staffs to be motivated and reduce turnover.

The findings also have implications to employers that they must know what kind of incentives packages motivates their employees. This is because employees differ on priorities and needs as well as level of life. Some of them are extrinsic and others are intrinsic motivated.

5.4 Conclusion

In relation to the specific objectives it is concluded most of the employees know the effective motivation packages available at TPCC, employees need good salary as motivational package, good salary attracts employee and can be used as a factor to sustain and retaining employees. The compensation packages a company offers to employees affects the company's recruitment rate, retention rate and employee

satisfaction. Retaining productive employees is critical to running a successful business. Retaining employees saves companies money in training costs and helps maintain an efficient and knowledgeable workforce. Health insurance and retirement packages are benefits that any employees desire from their employers.

TPCC employees agree that they are getting good allowance as 63.8% of respondents said good. Employee agrees with good proportion and allowance as a factor in employee retention. Employees feel personally fulfilled and content in their job roles. Investing in employee training improve worker retention rates, customer satisfaction and creativity for new product ideas. Effective training saves labor by reducing time spent on problem-solving and saves money in the long run by producing a better workforce.

There is a small number of employees quit as one of employees said

“..... people stay for long time because they know the difficulty of getting jobs somewhere else.....”

The challenges facing the company are changes of policy, changes of leadership and employees based on contract and the factors which demotivate the employees are employee feeling undervalued, Salary Policies and Current Economic Condition, Poor Leadership at the Organization, Unrealistic Workload at TPCC and Lack of Career vision at TPCC

5.5 Recommendations

Basing on the findings of the study, the researcher recommended that: Management should think of increasing new motivational packages which influence retaining of employees.

Motivation should be given mostly to the employees and once employee perform well then reward and recognition should be given accordingly. Reward and motivation to employees who exceeded their target and performance and for those who succeeded in challenging assignment is of no doubt and by motivation this will encourage others to perform like them.

Management should also make sure that it improves working environments and working machines equipment's. By doing so employees will be comfortable hence reduce employee's turnover

Recognition and promotion is another way management can use to retain employee in TPCC whereby currently promotion goes slowly that there are other staffs who have been working with TPCC for more than 5yrs but not yet promoted. So indicators and factors for promotion in TPCC are not clear it is seen as the issue of management decisions. So the management should be open on this and state it well to staffs on how employee qualifies for promotion.

The study further recommends that in order to motivate staffs to improve employee turnover staffs loan should be of long term compared to now where the longest staff

loan term is 5years.The management should think of extending loan term to 20 years and security free because already the staff is working with the bank.

Moreover the management should invest on staff training both indoor and outdoor trainings. This will sharpen skills of its staffs and will improve service quality by acquiring new knowledge and new exposure of what other competitors doing in the market. Then new employed staffs will learn to the senior employees, will also reduce turnover of staffs.

5.6 Limitations of the Study

Data were collected from interviews and questionnaires administered to the respondents, the researcher encountered challenges observed to the collection of data as some respondents did not return the filled questionnaires on time. However, the researcher made a follow up to the respondents to answer that they filled and return the questionnaire.

The researcher expected to face the challenges relating to time, funds and logistics which may limit the intensity of the spread or area of coverage of the study. The researcher is an employee and was supposed to work and collect data. The researcher requested permission so as to work half a day, from the employer. This is enable to collect enough reliable and accurate.

The researcher faced the problem of reluctance of some respondents to complete the questionnaires promptly and some respondents failed to complete them at all. Some

answers to the questionnaire had no connection with the question asked because of ignorance and or lack of understanding to the respondents.

Some of respondents with no reason they did not fill the entire question provided though by looking onto them they seen to have capacity to complete the questionnaires. However, researcher worked closely with respondents to convince them to fill in the questionnaire.

Having noticed some kind of fear and hesitation especially people from management and some few department to give information although they were given explanation on the motive of data collection

5.7 Areas for further Research

The study assesses the role that motivation plays in retention of employees with a case of TPCC. Further research could be done on in-depth analysis of more public organizations to comprehend the degree on the contribution of employee motivation in providing quality customer Service.

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APPENDICES

APPENDIX

OPEN UNIVERSITY OF TANZANIA

FACULTY OF BUSINESS MANAGERMENTS

QUESTIONNAIRES TO BE FILLED BY RESPONDENTS OF TANZANIA

PORTLAND CEMENT COMPANY

DEAR RESPONDENTS,

My name is PASCHAL GEORGE a student pursuing MPM at Open university of Tanzania. This study is partial fulfilment to my MASTERS OF PROJECT MANAGEMENT award ,the research titled as

“The role of motivation in retention of employees” A CASE OF TANZANIA PORTLAND CEMENT COMPANY (Twiga cement)

I kindly request you to answer the questionnaires provided and also feel free to provide your answer to help me to accomplish this academic research study in time.

Please read careful and understand the instruction given to the questionnaires provided before attempting to answer the questionnaires.

Thanks ,and sorry for taking your time.

PASCHAL GEORGE.

Masters of Project Management

APPENDIX I: QUESTIONNAIRES**SECTION A. GENERAL INFORMATION**

Put a tick (mark) on the correct answer in the brackets to answer the following question.

1. Gender

a) Male ()

b) Female ()

2. Age

a) 18-29 year ()

b) 30-39 year ()

c) 40-49 year ()

d) 50-60 year ()

3. Education level

a) form four ()

b) form six ()

c) diploma/adv diploma ()

d) degree ()

e) post graduate/ masters()

4. Employment status

a) Permanent ()

b) Temporary ()

c) Special contract ()

P r o f e s s i o n a l
 qualifications.....

6. Employment service

- a) 1-3 year ()
- b) 4-9 years ()
- c) 10-15 years ()
- d) 15-20 years ()
- e) More than 20 years ()

7. Before joining this organization ,were you employed elsewhere?

- a) Yes ()
- b) No ()

If the answer is yes how many organizations have you worked before joining TPCC?

- 1. One organization ()
- 2. Two organization ()
- 3. Three organization ()
- 4. more than three organization ()

8. Do you think Twiga cement is better than other organization you left

- a) Yes ()
- b) No ()
- c) If yes say why.....

SECTION B RESEARCH QUESTION

PART A; Motivation influence in retention of employee at Twiga cement

9. What are the motivation influences that help in retention of employee?

Can you mention

.....

.....

10. What kind of motivation that is most effective in retention of employees?

Mention at least four

.....

.....

.....

11. You are provided with list of factors that help you in your position concerning the retention of employees, put an alphabet of your choice as for your own view.

- a) Good
- b) Very good
- c) Moderate
- d) Not good
- e) Not good at all

Salary.....()

Medical facility.....()

Allowance received per month.....()

Transport allowance.....()

- Health and safety.....()
- Promotion and recognition.....()
- Retirement benefits.....()
- Working environment..... ()
- Relationship between management and employees.....()
- Opportunity for further study and training.....()
- Compensation methods.....()

12. What are the challenges that face the company in motivation practice?

Can you mention at list four

.....

.....

13. Demotivation factors that lead to poor service delivery.

(i). What are the de motivational factors that lead to poor service delivery?

Mention t least four.....

(ii).Have you heard any complaints about poor customer service delivery?

at Twiga cement ?

- (a).Somehow ()
- (b).No at all ()
- (c).Once ()
- (d). several time ()

What do you think can be the reason?

.....

.....

PART B; Motivation Strategy.

14. Do you think motivation is better way of retain employees at Twiga cement?

(a) Yes ()

(b) No ()

Can you explain a little

bit.....?

.....

15. Are the health and safety facility good enough at Twig cement

(a) Poor ()

(b) Good ()

(C) Better ()

(d) Best ()

16. Are you satisfied with the reward provided by the company in case of achievement?

1-very much satisfied ()

2-satisfied, ()

3-neutral ()

4-not satisfied ()

5-completely not satisfied ()

Can you give an example which are they? Just

mention.....

.....

17. Are you satisfied with the way bonus are provided?

You are given selection of your opinion by picking the right answer in the brackets
choose one

- a) Excellent ()
- b) Very good ()
- c) good ()
- d) poor ()

18 Was there any staffs who quit job between (2013-2015)?

- a) Yes ()
- b) No ()

If yes ,which one or among these have an interconnection to the question above? Put
a tick

In the bracket as for your perception, you are allowed to tick more than one tick

- (a) Poor working condition.....()
- (b) Lack of proper motivation for workers,.....()
- (c) Organization policies on motivation and retention of workers,.....()
- (d) Lack of workers benefits ,an adequate salary.....()
- (e) Lack of good social security, and recognition for workers()

.....

19 If you are selected to be a human resource manager today what problem do you think is likely to occur when you fail to retain your employees 'and what is the solution?

APPENDIX II: Interview Guide

1. Work position
2. Years of working
3. Do you believe motivation play any role in retention of employees at TPCC?
4. Determine some of the factors that can encourage employees to remain in an organization
5. Determination on workers benefits and the effectiveness of the policies stipulated at TPCC.
6. What are the challenges that face the organization in retention of employees at TPCC?
7. What are your opinions concerning the current situation of workers in the organization about incentives.