

**THE IMPACT OF EMPLOYEE'S MOTIVATION ON WORK
PERFORMANCE IN THE PRIVATE ORGANIZATIONS IN TANZANIA:
A CASE STUDY OF VENTURE RISK MANAGEMENT**

FURAH BONAVENTURA MANYENGA

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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CERTIFICATION

The Undersigned Certifies that he has read and hereby is recommends for acceptance by the Open university of Tanzania a dissertation entitled “**The Impact of Employee’s Motivation on Work Performance in the Private Organizations in Tanzania: A Case Study of Venture Risk Management**” in partial fulfillment of the requirements for the Degree of Master of Business Administration (Leadership and Corporate Governance) of the Open University of Tanzania.

.....
Dr. William Pallangyo
(Supervisor)

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DECLARATION

I, **Furaha Bonaventura Manyenga**, do hereby declare that this dissertation is my own original work and it has not been presented for a similar or any other award to any other University.

.....

Signature

.....

Date

DEDICATION

With sincere love this work is dedicated to my family and my lovely husband Kaijage and my three children Kalikwendwa, Rugalabamu and Kokushubira without their patience, understanding, support and most of all love the completion of this work would not have been possible.

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ABSTRACT

This study aimed at assessing the impact of employee motivation on work performance in private sector organizations with three specific objectives using the Venture Risk Management in Dar es Salaam Region as a case for study. This study used descriptive research design where both qualitative and quantitative approaches were applied. A case study has been designed so as to enable the study to be conducted in depth investigation and this involved the use of a variety of methods to collect data with questionnaires being the main method. Data were collected from the VRM Head Office and questionnaires were administered from Managers and Ordinary employees. Stratified respondents were selected purposefully and later randomly as all were meeting the study aims. A total of one hundred thirty eight (138) respondents were used as sample for this study. Relevant findings have indicated that motivational factors used in private sector organizations to be good paying, positive reception of the work done, job security, promotion, interesting work, company loyalty to employees, good working conditions, tactful discipline, recognition and kindly help with personal problems. According to Respondents of this study, the following impacts of motivation towards employees' performance were indicated; increase in productivity, employee's incentives increases and good moral and workers' management relationship. Also from this study the employees of private sector organizations had indicated best ways to motivate employees to be; creating positive and interesting working environment, good communications, morale boosting activities, and care to off work life. This study concluded by giving recommends in improving workers and organizations. Lastly, the researcher

proposed the area for future studies.

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LIST OF ABBREVIATIONS

ERG	Existence Relatedness and Growth
HRM	Human Resources Management
MBA	Masters of Business Administration
OUT	Open University of Tanzania
SPSS	Statistical Package for Social Sciences
URT	United Republic of Tanzania
VRM	Venture Risk Management

CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

This chapter develops the background for establishing the relationship between employee motivation and work performance in private organizations in Tanzania. It discusses the background information, definition of the research problem and research questions, a statement of the problem, objectives, and significance. It provides an adequate description of various motivational and work performance situations.

1.2 Background Information

Business conduct today worldwide is challenging. Moreover, their performance in terms of returns growth is facing internal and external working challenges. To stay alive in a current rough working environment and handle the entire range of aspects of production, e.g. machine, materials and employees, and make individual to do fine in a more creative and pioneering way they need to devise an appropriate mechanism. However, among all these factors of business workers constitute the big challenges because unlike other resources, employee management calls for accomplishing, handling of thoughts, feelings and emotions to protected highest productivity and they are the ones who make the other factors to do well. High productivity is a result of making individuals highly stimulated. The motivation for an employee is a significant asset in adding value to the organization by maintaining and strengthening its business and retains growth. This paper examines the influence of motivation on organizational performance of private organizations in Tanzania.

Competitiveness is defined as a company's ability to maintain and gain market share in its industry. (Noe et al., 2010 and Schermerhorn, 2010). Nowadays, more and more companies are starting to understand that the real engine of their competitiveness and hence profit making machine are the employees, not the financial capital that they are trying to multiply through their everyday activities (Wanda, 2005). Employees, therefore, are looked upon as an unmatched essential resource of an organization; hence their work performance improvement is one of the major fields which require concentration in successful organizations (Markova and Ford, 2011 and Fisher, 2012). Among the steps taken by organizations to improve employees work performance is providing motivations to their employees (Barney and Ricky, 2004; Caliskan, 2010; Appian et al., 2013 and Nadeem et al., 2014).

Motivated employees build willingness to use their creativities, abilities and know-how in favour of the organization (Markova and Ford, 2011) and it is related to productivity, organizational commitment and retention of the employees and hence their work performance increases (William, 2011 and Perera et al., 2014).

A numberless of factors motivate people at work, some of which are tangible, such as money, and some of which are intangible, such as a sense of achievement (Sector, 2003). Although, employees obtain satisfaction from their work, or places of work, for different reasons, this study was concerned specifically with an assessment of the impact of employee motivation, and relating this to employees work performance. The primary point of emphasis is that the accomplishment of any business is greatly reliant on the inputs of its workers, and that such inputs are indomitable to a great individual quality, and of those aspects of the worker's job environments that inspire

them to devote extra substantial and intellectual energy into their job. In this aspect the organization's objectives can be pursued and achieved. Motivation is therefore viewed as key determinants of organizational success on work performance.

The article published in the International Journal of Administration and Governance by Solehan et al. (2015) about the organization, employees and their work in different organizations. This article, examined different questions about motivation to employees. Looking at the motivation perspective thousands of years before the word motivation is being used by managers; individual noted the necessity of persuading workforce to accomplish tasks for the business firm. In earlier times the widely used technique used to inspire others is known these days as "The Carrot and Stick method". The name advanced from the perseverance of donkeys that can only travel by taunting them with a carrot. Early managers frequently offered economic "carrots" to persuade individuals to work harder (Frey and Osterloh, 2002).

Generally, the carrying out of enthusiasm entails a collection of ethics, perceptions, values, happiness, and events that are all directly linked. As a consequence, a range of ways to motivate focusing on cognitive behaviours such as monitoring and strategy use, non-cognitive aspects such as perceptions, values, and attitudes, or both. In understanding motivation, effectiveness both approaches should be considered (Gredler et al., 2004). Motivation is about the way behaviour happens, strengthen, uphold, heading for, and stopped and type of prejudiced reaction present in the organization as all this is going on" (Gibson et al., 2004). It is evident in behaviours such as play, discovery, and challenge looking for, that individuals often perform in anticipating of getting external rewards". Researchers regularly compare intrinsic

incentive with extrinsic incentive, and establish which motivation presides over supports unforeseen events.

Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci et al., 1999). Not only that, but also Motivation plays a very big role in achieving goals and business objectives and is equally important for the organization that work in a team-based environment or in a workplace comprised of workers who work independently. Making sure each employee's workplace goals and values are aligned with the organization's mission and vision, it is important for creating and maintaining a high level of motivation. That can lead to higher productivity, improved work quality and financial gain across all departments within the organization (Basset and Lloyd, 2005).

Motivation has turned out to be more and more imperative for firms and business ventures of all sizes needing to attain their company objectives at a aggressive market setting. First in class organization time after time provide excellent work; uphold a soaring level of efficiency and triumph over areas for improvement in the organization. Serving all employees maintain a high level of motivation can help keep workforce dedicated to working firm and contributing to a great extent valued as probable to the organization (Griffin, 2008).

Motivation can be enhanced as incentives, feedback, rewards programs and insurance in the workplace meets essential requirements and desires for each individual. The main types of motivational strategy include: actions that lift up individual morale; training and education to help workforce study latest skills and

advance in their positions; recognition programs to highlight the hard work and reinforcing positive messages during enterprise or team meetings (Kiragu and Mukandala, 2005).

Motivation approaches can assist the improvement of worker performance, lessen the chances of short of employee self-esteem, hearten teamwork and instill a positive attitude during challenging times (Kiragu and Mukandala, 2005). Employees with a high level of motivation typically work harder and can overcome common workplace challenges with ease; this helps the organization reach its objectives and improve operations overall.

An organization that notices a significant decline in productivity, high employee turnover cannot reach its goals successfully may need to consider the role of motivation among its employees. Low motivation can trigger a variety of detrimental events that affect the organization in the short term and in the long term. Unmotivated staff members are at risk of resigning, delivering poor-quality work and even making it difficult for other employees to do their jobs efficiently (Linnenbrink and Pintrich, 2002).

Reducing the risk of demotivating among employees typically requires a strategic plan and a combination of variety of activities and techniques that help improve employee morale. Companies that invest time and resources toward improving their employees' well-being and workplace experience can look forward to a high return on their investment as employees become more productive, maintain a positive attitude, commit to their roles and duties and maintain a strong work ethic.

Motivation is vital for business because it's the tough, powerful force that can mean the dissimilarity between failure and success in the company. In psychology, motivation demotes to a person wish to stir toward an objective. In the absence of a leader to give course, enthusiasm and back-up, the workforce may not be acquainted with how to tackle and finish their day-to-day tasks (Pintrich, 2003).

Employees who are motivated are often the difference between success and failure. A workplace is necessarily composed of people, but workplaces in which these people who don't work together in with the same ambition will ever successes. Motivation is the ability to inspire and move people to action based on a belief, philosophy or goal (Pintrich, 2003). The significance of effectual leadership is undeniable. Motivation and job satisfaction among employees directly affect the bottom line in every organization.

The Pintrich's framework holds that cognition and motivation affect one another that both affect academic achievement and that both, in turn are affected by the social context of learning (Pintrich, 2003). Motivation as behaviour is investigated by the needs and direction towards the goals that can satisfy the needs Kelly (1974). This means that motivation is a need-oriented behaviour directed towards the individual and the group. When a person is motivated, he is in a state of tension free and this generates energy.

Further, when a person is in a state of tension, he feels impelled to take some kind of action motivation. Therefore, influence an individual's perception so that his learning is structured in a certain direction. According to Singh (2004) performance of an

individual is a function of his ability and willingness or desire to use his ability in achieving personal or organizational goals. This willingness or desire to act and to behave is what may be called motivation. Thus, a person may have the ability but little motivation to use that ability in a desired direction. Motivation or lack of it gets manifested behaviour from the employees.

In this case, the importance of workplace motivation is the key to building successful and positive employee relations. Therefore, it is necessary to know and learn the basic approaches to motivation that will enable managers to deal with individual employees in a better way and facilitate the formulation of policies and practices which are motivational in nature and as per the needs of the employees. Motivation to employees is given in the form of incentive system, which is a reward system given to employees for ideas, increased productivity and record sales. Special organizations offer packages, incentive schemes, particularly suitable for employee's performance.

Hartzell (2006) and Malic *et al.*, (2011) a number of incentive systems have been devised to encourage and motivate employees to be more productive. This goes back to 1914, when James Lincoln set the seeds of the famous incentive management program which made workers to increase productivity (Luthans, 1995). There is every reason than to give attributes to the growth of incentive management philosophy developed by Lincoln.

It's true that, financial motivation has become the most concern in today's organization, and trying to Maslow's basic needs. Nonfinancial aspect only comes in when the financial motivation has failed. A space is then set for non-financial

measures. It is extremely necessary for organizations believe and give this on workers for motivation; reason (Gibson *et al.*, 2004).

Gibson *et al.* (2004) also argued that the most blatant form of pay for performance is the traditional piece rate plan, whereby the employee is paid a specific amount of money for each unit of work. Today's service economy is forcing management to creatively adapt greater emphasis on product and service quality, interdependence and teamwork. Experts say that roughly half the incentive plans they see don't work, victims of poor design and administration

Every person starts at the bottom of the pyramid and works to achieve the goals of the next layer working in the top sector. One is not able to move on to the next level of the pyramid until the needs of the first level are met.

Kreitner and Kinicki (2008) noted that, many incentive schemes do not achieve the best possible results in practice. Some schemes even have had unintended side effects by introducing them too quickly or with insufficient planning. Given the poor design of many existing incentive schemes, principles for the proper design of staff incentive schemes need to be developed.

1.3 Statement of Problem

The performance of the organization and employee motivation has been the heart of the research effort in recent times. How strong an organization motivates its workers in order to meet their mission, vision and mandate is of dominant concern. Employees in both public and private sector organizations are facing increasingly

aware that motivations increases productivity. From the foregoing, and looking at today's economic trend, it is evident that the pace of change in our business environment presents fresh challenges daily. Generally, every business entity desires to succeed and aspire to obtain constant advancement. The present time is extremely competitive and business entities, in spite of the size, technology and market focus is facing workforce retention disputes.

To overcome these disputes of human resource productivity a well-built a positive relationship and tie, enthusiasm should be formed and uphold between employees and their organization's management. Workforces of any business entity are the mainly essential part so require prejudicing and convincing towards fulfilment of tasks. For attaining affluence, organizations, propose a diverse strategies to try to win the competitors and for raise organization performance from individual. As it has been noted by scholars that very few organizations consider that the staff and workforce of any organization are its core assets which can guide them to achievement or if not focused well, to decline. Unless and until, the workforce any organization is pleased with it, are stimulated and encouraged for the everyday job fulfilment and goal achievements. Its believed that none of the business can advancement or achieve success.

A countless of studies have been conducted on employee motivation and work or job performance separately, as well as on various combinations thereof. Sheffield conducted a study on effectiveness programme (a joint research project between the Centre for Economic Performance at the London Stock Exchange and the Institute for Work Psychology at the University of Sheffield) between 1991 and 1998 has

indicated that, the way people are managed has a powerful impact on both productivity and profitability, Schofield (1998). The study on measurement of levels of job satisfaction and organisational commitment included employees of 67 firms. The findings showed that five percent of the profitability variance, and 16 percent of the productivity variance between companies may be attributed to corresponding variance in job satisfaction levels among their employees (Wanda, 2005).

As the world and local business competitiveness, increase, it is vital for any business entity, and mainly for those in early development countries with inadequate skills, wealth, like Tanzania, to make certain that it increases and keeps workers who are faithful, devoted, faithful and talented workforce on an expected basis. A faithful, wholehearted, dedicated and able worker takes for granted as employees who are comfortable with the work that they do, and who are as a result confident and positive to continue their bond with that organization. A huge number of employees worldwide if they don't get pleasure from their employers, their level of work, enthusiasm, they often decide on seeking other employment where they might able to experience a higher degree of inspiration. This conduct has an unfavourable result of a company's ability to be gainfully and victorious over a comprehensive period of time. Finck, Timmers and Mennes (1998) emphasized that only when workforce are keyed up and enthused by the work they perform, will business excel.

Many researches works concerning employees' motivation had been conducted in public organizations and proved relationship between motivation of employees and their work performances (Mkisi, 2008; Chijumba, 2002 and Appiah *et al.*, 2013). Little is known concerning the impact of motivation in an employee's performance

in private sector organizations in Tanzania as many studies have been unable to distinguish it from the public sector. Modern economies are led by the private sector. Good performance of private sector organizations has great influence on the national economy. Thus, this study did assess the impact of motivation on the work performance of private sector organizations in Tanzania taking employees of VRM as a case study.

1.4 General Objective of the Study

The general objective of the study is to assess the impact of employee motivation on work performance in private organizations.

1.4.1 Specific Objective

- (i) To examine how work itself and the environment can motivate an employee and hence organization performance.
- (ii) To find out the impact of employee recognition and empowerment motivation on organization performance.
- (iii) To investigate the outcome of employee pay and benefits on organization performance.

1.5 General Research Question

What is the impact of the employees' motivation on work performance in private organizations in Tanzania?

1.5.1 Specific Questions

- (i) Can work itself and working environment motivate an employee, hence improve organizational performance?

- (ii) Do recognition and empowering employees has an effect on organizational performance?
- (iii) What is the impact of pay and benefits to employees on organization performance?

1.6 Significance of the Study

The study would be of enormous benefit to the Venture Risk Management, managers and its Board of directors. Bodies and other stakeholders in that it will emphasize how the notion of incentive and job performance are appreciated and understood and the need for all to pay concentration to a variety of enthusiastic issues for employees.

Furthermore, the study will bring to light the different forms of motivation which will inform the design of appropriate measures aimed at bringing out the best in employees with regard to job performance. Again, the factors leading to high performance as well as causes of low performance will inform management and policy makers in their decision making. Administrators will be helped through this study to be able to use motivation not just for the sake of it, but to know how, when and what type of motivation to use so as to achieve maximum performance of staff.

Also, the findings would assist in the development of effective management strategies and policies that can help in improving the administration and realization of organizational goals. The findings of this study have to prompt ideas that can guide to the provision of excellence service delivery at VRM.

1.7 Organization of the Research Report

The research report is arranged in five chapters. The first chapter gives the historical setting of the study, statement of the problem, research goals, study questions, significance of the research, scope of the research, organization of the study and summary of the chapter. Chapter two provide theoretical definitions of key terms, conjectural and experiential literature review.

It also added the research gap and abstract framework. Chapter three handles research methodology, research design, study area, population as well as the size of the sample and its techniques, types of data, techniques of data collection, data processing and analysis, variables to be measured, and ethical issues. Chapter four dealt with discussion of the result findings. Lastly, chapter five is summary of the findings and their policy implications on government, private sector and Human Resource professionals, conclusion, recommendations, limitation of the study and suggested areas for further studies and chapter summary.

1.8 Chapter Summary

This chapter gives a short preamble to, and the consciousness of the research study. The perspective and underlying principle of the study are laid down, and the constructs tendered have been defined by using a reference to the creative writing. It also presents the well-known and authoritative literature of motivation and work performance and provides narration within their historical development of these theories, along with the many perspectives on job satisfaction to work performed or organizational efficacy. The chapter end with a description of the objectives,

significance of the study and organization of the research report. The next chapter discusses a synopsis of the literature relating to the relationships of motivation and organizational efficacy or work performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The last chapter provided a brief explanation of the research area and its application for the economy of Tanzania. The researcher further elaborated with the help of decent literature examining. This chapter undertakes the task of analyzing different theories about employee motivation and work performance or organizational effectiveness around the globe and provides a thorough understanding of the dynamics involved in the growth of the motivation and work performance theories in private and public sector.

2.2 Definitions of Key Concepts

Key concepts in the study are employee motivation, work/job performance or organization effectiveness, work itself and the environment, pay and benefits, empowerment and recognition. The discussion of concepts in detail in the following section.

2.2.1 Employee Motivation

Motivation has been derived from the word 'motive' meaning, needs, desires, wants or drives within the people. It is the process of stimulating people to make the desired goals. In the work related that reason goal background the psychological factors motivating the people's behavior can be job satisfaction, the need for money, respect and alike. One of the most important functions of management is to generate

desire among the employees to execute in the best of their abilities. The process of incentives consists of three stages: - i). A preferred wants or creates ii). An encouragement in which wants to arouse iii) When desires to please, the pleasure or attainment of goals achieved. Motivation is a touching reality which means needs and wants tackled by proposing an inducement plan.

Motivation to employees is an internal drive of force to carry out activities related to work. The motivation is that interior drive that caused a person to decide to take action. Everyone has an activity relating to goals and objective planned in which can be motivated by different factors. By using internal and external factors organization can inspire employee spur at work. Fulfilling the employee's needs and expectations of work and the workplace factors enables employee induced or not. These variables make motivating employees challenging. Sometime employers fail to know the important drive in accomplishing their mission and vision. Even when they understand important reasons, they miss skills and knowledge to offer a work environment that fosters employee inspiration.

According to Beck (1983) four essential philosophies trigger a variety of perspectives on work stimulus. It was acknowledged as rational-economic man, social man, self-actualizing man, and complex man by Schein (1985) Theorists subscribe this approach of rational-economic man assumes as individuals solely aggravated by economic considerations, and that they are able to make rational economic decisions. Policies emphasizing pay and extrinsic return structures originate from this view of enthusiasm. For social man, the postulate is the workers

are basically motivated by social needs, which could or could not meet by their work. In actual fact, proponents of this idea focus on developing an environment suitable to satisfying and insist on social interrelationships at work.

From the scenario of self-actualizing man, people are internally provoked, and take self-importance in their work, and gain satisfaction from their fulfillment. Within the move, workplace benefits approaches are largely performance-oriented. Lastly, the multifaceted man's system view realizes a great variation motivated the people of motives, emotions, experiences and abilities, and that these change over time learned as new motives and new skills to change attitudes towards their jobs. Organizations supporting this perspective offer highly individualized reward structure, and environments and ways in which allow employees to do their works.

Aforementioned perspectives on the views of motivation have excited many helpful and significant definitions of the construct. Schultz and Schultz (1998), regarded motivation simply the individual and work characteristics that give details why people act differently in the workplace. Beck (1983) spoken a similar scrutiny, and stated that motivation is concerned with explaining the difference in behaviour, such as some people work harder than others. Work characteristics in this regard refer to the definition characteristics of an individual's job, for example its task range, whereas personal characteristics include those determined by an individual's personality, for example intrinsic require for the accomplishment.

In this vein, some scholars take a bit more fundamentally leaning posture, with work behavior playing insignificant role. Spector (2003) saw stimulation as an inner state

that stimulate individual to take on certain behaviors, and hold that incentive be viewed from two directions. Alternatively, motive encompasses direction, where a chosen certain behavior from a choice of different behaviors, intensity, referring to the number of efforts put into a task, and persistence, which denotes the person's continuing engagement. On the other hand, the drive is also concerned with a want to do a certain goal, which derives from the particular individual's own needs and desires. Petri (1996) also regarded motive as the forces acting on or within a person to start and direct behavior. It intensity explains differences behavior, and why the behavior occurs in one situation, but not in another. The motivation concept is therefore particularly useful in its ability to increase general understanding and prediction of behavior.

In accordance to Gouws (1995) defined motivation as an internal desire or push forward, that initiated by individual, either deliberately or unconsciously, to finish a task fruitfully because it is pleasurable, and not essentially for what's expected in return. Beach (1980) did, however, noted that the motivation as the readiness to use liveliness to make a target or return. The authors take rather of a behaviorist approach state that behavior that tends to reward is recurring, whereas manner that goes with no reward or punished tends to put out. He, however, noted that, inherent motivation about the job content and as that happens when a task is performed from which happiness is obtained from just involving in the doings itself. He also viewed external motivation about the work environment, which provides a person with the inducements and rewards received after performing the task.

The main area of interest which covers the relationship between extrinsic return and work, enthusiasm, and several companies is taking actions strongly to its recommendations. Those institutions doing well frequently awarded a lot of their achievement to a shared culture that are directed to worker recognition, and openly recognize that “you get what you reward” (Wiscombe, 2002, p.46). In situations where companies keep away from staff turnover, by retaining talent, they realize the need to do a better job at making employees understand that their work matters, by engaging on employee recognition program (Clarke, 2001). Luckily, there also an acknowledgement of the truth that people are enthused in many ways and thus staff motivation must stop assuming a one-size-fits-all approach (Terez, 2001).

Van Niekerk (1987) noted work motivation as the creation of work circumstances that influence workers to perform a certain activity or task of their own free will, in order to meet the goals of the institution and at the same moment satisfy their own demands. Du Toit (1990) added that three groups of variables influence work motivation, namely individual characteristics, such as people’s own ambitions, values and needs, work characteristics, such as task variety and responsibility, and organizational characteristics, such as its policies, procedures and customs.

From an organizational point of view, Pinder (1998) explained work, enthusiasm as the set of inside and outside forces that start job-related conduct, and decide its appearance, the course, the greatness and extent. The ideas focus on the actions and phenomena of the job framework only, and consist of the influence on work manners of both environmental forces and those inherent in an individual. Pinder (1998)

contended that an essential feature of this definition is that work inspiration is an unseen, inner and imaginary construct that researchers have to depend on reputable theories to direct in the extent of observable manifestations of work motivation measurement. In the area of organizational psychology, work motivation is clearly moving towards from a number of points of views. As a consequence, a single full meaning of motivation, which generally covers all field areas, is not likely (Van Niekerk, 1987). Baron et al., (2002) concurred, and further noted that motivation is a multifaceted occurrence best understood in a multivariate systems frame. Such a comprehensive view should, at the very least, include the following aspects (Baron et al., 2002):

- (i) To address the three sets of variables mentioned by Du Toit (1990), the type of individual, work and business entity.
- (ii) Be aware of the multifaceted interrelationships and contacts that are probable to concern to those factors.

The fundamental point of disappearance should be a careful understanding of the personality of people e.g. ones desires, morals, values, expectancies, drive level and way of life. It has been noted that the idea of organizational commitment has come to partly replace that of motivation in the field of organizational behaviour (Lewicki, 1981). While the concept of motivation is linked to individual and task-centered reward systems, commitment seems to be linked to the identification of employees with a collective, that is, in terms of corporate values and norms.

As such, management is concerned with cultivating motivation towards realizing the mission and goals of the organization, which are far above the ambitions and goals of

any individual in it. For the essence of this study, various elements of the many definitions and descriptions of motivation have been combined to form an eclectic view of the concept. Workers motivation was noted as an intuitive vigour, produced and maintained by a set of extremely individualized factors that may alter from period to period, depending on the particular wants and motives of the individual. Environmental factors, like those linked to the work itself and to the business entity do not have a fundamental link with inspiration, but impact on the level of motivation experienced by the worker. Together, the innate and environmental factors decide an employee's behaviour at the workplace. Motivation was also taken as a multi-dimensional perception that manifests in behaviours that may be experienced, calculated and, to some degree at least, predicted.

As mentioned earlier, the concept of enthusiasm is vital in terms of organizational achievement or work performance, as it incorporates the key link between employee work satisfaction and employee performance, which in turn decides organizational effectiveness and accomplishment. In their search to uphold best motivated workforce, management's centre of attention should therefore be on focusing to the countless of work-specific, as well as organizational aspects which have been indicated to add on employee work contentment and inspiration.

2.2.2 Work or Job Performance or Organizational Efficiency

The term organization is referred to people joined together to formulate independent business identity for the known definite reasons and getting the needed result surrounded by definite resource, that is effective or superior work performance.

Organisational effectiveness is the notion of how efficient an organization is in accomplishing the results the organization aims to generate (Muhammad, et al., 2011). It plays an important role in accelerating organizational development. It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (Matthew et al., 2009). Organisational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfills its objectives without depleting its resources and without placing undue strain on its members and/ or society.

The goal model describes the organizational effectiveness in terms of the extent to which an organization attains its objectives. The legitimacy model regards organizational effectiveness in terms of a background evaluation “of component preferences for performance and natural limitations on performance from an external environmental perspective”(Zammuto.1982). The constituency replica believes organizational efficiency “as a set of several statements, each reflecting the evaluative criteria applied by the various constituencies” concerned through the organization being assessed with an importance on resources criteria (Connolly., 1980).

The systems resource replica defines organizational efficiency “in terms of its (the organization’s) bargaining position, as reflected in the ability of the organization, in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources” and the way they use those resources (Yuchtman., 1987).

Performance is viewed as the implementation of an action or one's ability. Good performance is also related to achieving the quality, quantity, cooperation, dependability and creativity. Employee performance is considered as the measures of the quality of human capital, which was held by the organization. Employee or work performance can be referred to the behaviours workers engage in workplace (Oluseyi and Ayo, 2009). An excellent employee performance is compulsory for the business, since an organization's success is reliant upon the worker's creativity, originality and dedication (Kreisman, 2002).

Job performance refers to the way an individual carries out a task well in the workplace. Work performance has been defined in relation to quality of work likely from each worker (Khan et al., 2009). Besides, Chaudhary and Sharma (2012) defined job performance as conduct carried out to accomplish certain organizational objectives. The important driver for a high job performance is the capability of the individual employee himself/herself (Salanova et al., 2005).

2.2.3 Relationship between Staff Motivation and Work Performance

Motivation is a worker's inherent enthusiasms and drive one motive to carry out activities at the workplace. According to Chaudhary and Sharma, 2012, motivation is the internal drive that makes an individual person to come to a decision of taking action. Often, management is reluctant to understand the consequence of motivation in fulfilling their organization core aim and dream. In fact, when they understand the prerequisites of motivation, they don't have the skill and knowledge to provide a situation that can cultivates employee enthusiasm.

Employee motivation is a procedure that individual has the keenness to fulfil ones tasked or needs. Employee or individual want can be in term of survival needs, safety, social, esteem and self-actualization. The need will guide the individual to perform better in their work as it drives one to perform in their job or work willingly. Performance can be measured in terms of customers, salary or other related measures. Chaudhary and Sharma (2012) and Idrees et al. (2015) argued that motivated employees are tending to be more fruitful than non-motivated employees.

Chaudhary and Sharma (2012) study noted that, the employee drive has a straight consequence of an organizational growth and development. A highly stimulated worker tries harder to carry out tasks and duties in a more responsible manner. A better work performance of the employee increases the employee's productivity and the value to the organization.

To enhance work effectiveness and performance, there is necessity to take on board issues like, increasing incentive among employees, making employees satisfied with the job and raising their-job linked with happiness in general (Bogdanova et al., 2008). Motivated staffs have the awareness of doing things in a particular way that facilitates easy accomplishment of tasks or goals (Owusu, 2012). It implies that an enthused person is best fit for the goals that one wants to achieve, as he/she is fully aware of its assumptions. Therefore, when workers are stimulated, their capability to boost productivity will be high (Ali and Ahmed, 2009). Employee motivation is one of the management tasks to increase efficiency in job performance amongst employees in organizations (Olluseyi and Ayo, 2009).

2.2.4 Work itself and Environment

From the history, work and its closely setting affect the attitude of drivers of employee significantly. Tyilana (2005) proposes that three stimulus aspects such as success, acknowledgment and job itself influence 88% workers' job happiness. According to Maslow's Law needs theory, safety and security needs appear following fulfilling biological and physiological needs. Suitable employee job security assurance, taxing work, works that give way wisdom of personal achievement, amplified responsibility are factors influence enthusiasm (Petcharak, 2002)). Nevertheless, "good working conditions alone cannot motivate employees themselves, but can determine the employee's performance and productivity" (Lin, 2007).

Workforce performing job correctly based ones personality and skills, on the job very much boost employee stimulus and pleasure. A harmless and non-threatening job situation is crucial to uphold a high worker enthusiasm. Bendable personnel policies, flexible time, distance from home to workplace, health insurance also likely to have happier and more stimulated workers. Likewise, issues like stresses, influences, competition, situation, and civilizing, demographic, profitable, usual, political, regulatory, and environmental factors affect the survival, operations, and development of an organization.

2.2.5 Pay and Benefits

Money is measured universally as a remedy for solving for the most part of the problem. It is therefore that money is the mainly appealing factor to all of us. To this

end, an element of the whole incentive package of an organization. End of month pay is regarded to be among the key aspects in deciding career choices (Lai, 2009). There was one worker noted that, "the salary paid me was what the organization thought of me, the lesser the salary, the not as much of the delightful (Bokorney, 2007). Best motivation package, therefore, has to offer with the reason of reinforcing and retaining competent employees who will be motivated as to attain organizational goals. Nevertheless, business entities should not heavily depend on monetary incentives solely like salary, bonus or other monetary but also nonmonetary incentive to take advantage the limitations it has. (Lai, 2009).

2.2.6 Empowerment and Recognition

Empowerment and Recognition play an essential part in letting an employee motivation towards fulfilling organizational obligations. By recognizing the employees for their efforts and giving them collaboration in decision making, internal satisfies them with their job, organization and organizational circumstances. Thus, their enthusiasm and motivation towards accomplishment of tasks rose.

In accordance to Clutterbuck and Kernaghan (1994) empowerment is the “term used by scholars, practioners and alike as encouraging and allowing employees to take personal responsibility for any improvement brought about in the performance of their assigned task whilst contributing to the attainment of the overall objective of the organization”. Likewise Sibson (1994) also defined empowerment as delegation of authority by the top management to individual employees, chiefly with respect to job practices and techniques.

Furthermore, Lashley (2001) defined the empowerment notion includes the attainment of organizational purposes which are achieved during the involvement of all workers in the organization irrespective of their position or rank in the decision-making process and compelling them (i.e., employees) to accept full responsibility for job contentment.

From the above definitions, it is realized that there are various definitions of empowerment depending upon definers' viewpoint. However, for the purpose of this study, empowerment is anything that encourages and allows employees to take personal accountability for any improvement of work performance (Clutterbuck and Kernaghan, (1994. Corsun et al (1994) further made dissimilarity between three types of employee discretionary empowerment that is routine discretion, creative discretion and deviant discretion, whereby a routine discretion is usually applied when staff is allowed to select an option among listed ones in the performance of their work. Creative discretion when employees' apply their individual choice ways or means of performing assigned task within the organization stated objective. Deviant discretion adopts and accepts of certain behaviours of the workforce in the performance of the work beyond the scope, authority and formal work description provided.

One of the widely used motivator for employees is appreciation, which motivate and keep workforce productive (Glanz, 2002) by enhancing the employee morale, which "allows them to think better of themselves and their ability to contribute towards organizational goals. Employees with high self-esteem are more intrinsically motivated, optimistic, willing to work harder, participative at work, work efficiently,

have lower absenteeism rate and are generally more satisfied with their jobs" (Lai, 2009). Herzberg two factor theory explains the recognition as a fascinating factor that keeps employees happy.

Various means to recognize employees are in place including greetings in appreciation of better job performance, attaching word of thanks to cheque envelope whenever they receive payments, accept employee milestones, staff gathering for outstanding performance, highly encouraging and appreciation for providing new ideas, organizing celebrations for achievement, organizing regular contests and other team building dealings, etc. Nevertheless, only some significant substances should be considered when recognizing workers like providing equal acceptance for all, to them realize soon after they warrant it, exaggeration is unexpected (McConnell, 2006).

Individual employee recognition as motivation towards organizational tasks attainment have a positive relationship between them as exhibited by the empirical studies conducted by Kalimullah (2010) (0.65), Rizwan (2010) ($r=0.13$, $p<0.05$), Reena (2009) ($r=0.92$, $p<0.01$) and Salman (2010) (0.251). Thus, it is concluded that motivation in term of appreciation and recognition of employees and employees' task fulfillment, have positive relationship, and thus stimulates employees towards working with more energy and dedication to the organization.

2.3 Historical Development of the Employee Motivation Concept

Development of employee motivation is also traced back from 60's when Cofer and Appley (1968) provided an interesting account of the early employee motivation concept. Wanda, (2005) noted the concept dated interest in motivational phenomena back to Darwin and Freud, and held that it is probably true that the form of the early dominant motivation questions started largely from concepts relating to Darwinian evolution. Other researchers, including Freud were influenced by these concepts. Nevertheless, most of the ideas in the trend have pre-Darwinian origins, such as the notion of evolution, instinct, high living, rationality and irrationality, unconscious processes, active mental forces, and mechanism and determinism.

Ancestors in their comparison of themselves to animals, they discovered that a spiritual divergence existed. This represented the earliest belief on dualism in humans, i.e. the trust in the coexistence of deceased and strength of mind or spirit, which remained a vital in Western viewpoint, from Aristotle all the way through the Church philosophers like Augustine and Aquinas, to Descartes and further than.

Dualism concept issues are frequently related to the more or less special to matters of behaviour, ethics and beliefs, as well outline part of the sympathetic of the background to the stimulus increase. The main issue in this regard is the motivational impact in accordance in many of the earlier explanations for, and conceptions of behaviour and attitudes. There was strong emphasis among the Greek philosophers such as Socrates, Plato and Aristotle, on better worth and correct conduct through knowledge and reason, and on controlling passion through knowledge and

rationality. Western thought inherited these notions in large part, with a Christian emphasis having been placed more on purity of heart than on the value of knowledge. Here originated concepts and theories regarding freedom of choice or will, and the notion of choosing the right conduct over the desired conduct. Rationality, on the other hand, was not regarded as the only motivation for behaviour. The denial of rational souls to animals led the Stoic school, which is mainly attributed with this idea, to point the behaviour of small living organisms to instinct.

In spite of its importance, Aristotle did not view reason alone as enough to bring about the correct action. They are going to choose freely that which knowledge indicated to be good and correct, was seen as co-determinants of behaviour, and became habitual and pleasurable with repetition. To St Augustine will, was the most important aspect of life? This concept of knowledge and free will, as determinants of behaviour, set against instinct and passion, became firmly entrenched in the centuries that followed.

The historical evolutions over times on how thinking of various scholars is narrated well by Van Niekerk (1987) and Du Toit (1990) of all kinds of the religious philosophers to the truth seekers and academicians. As time went on in the past history of Western thought, importance was kept on the concept that factors not found to conscious awareness may influence behaviour, and that reason alone could not account for action. This notion laid the foundation for thoughts on hypnotism and psychoneurosis, for example, Hedonism, or the idea that pain and pleasure outline behaviour, is supported by everyday experience, and has a long history. Aristippus of

Cyrene is generally termed as the creator of hedonism philosophy. He understood pleasure was the only thing worth striving for, and equated virtue with the ability to enjoy. Hedonism languished from this time of the early Christian era, and became the chief principle of the British associations and French associationists and empiricists (Wanda 2005). It still has an important place in the way motivation is understood.

Embedded in all of the above-mentioned determinants of behaviour is the fact that views about the nature and motives of people differ. Through the age's human nature has been seen as intrinsically good, with evil ignited by a weak will, ignorance, or the ill effects of society, or as essentially evil, with law or social order required to keep it in check. There have also been many views on the driving motives of people, from an innate moral sense to do well, to a selfish concern to have only own needs served.

The human behaviour concept received good acceptance after publishment of Darwin's evolution theory in 1859. The theory has a key impact on human behaviour, mainly for its refusal of qualitative variation between humans and animals, and for its stress on the functional usefulness of a diversity of the behavioural matters, such as character, cleverness, and wisdom and enthusiasm, for the organism's alteration to and stay alive in the current environment. These ideas go in hand with current-day thinking of people as being enthused by a variety of levels of 'survival' needs in their setting, as well as the workplace. The way in which the past history of the behaviour was conceptualized at any particular time in the past has given rise to the establishment of many theories on the motivation behind the

behaviour. Du Toit (1990) and Van Niekerk (1987) provide a brief account of how the thinking of the various schools of thought, from the religious theorists to the philosophers and social scientists, has evolved over time.

The conventional model considers motivation was conquered during the years 1900 to 1930 (Wanda 2005). This manner of conceptualizing motivation is connected mostly to the thinking of Frederick Winslow Taylor and the scientific school of management. Their point of departure was that workers generally do not want to work, and need to be motivated by financial reward. Alternatively, people are ready to work, but only if they are financially considered. The traditional models pave way for the human relations model that dominated early 1930's up to 1960's. As time passed it was certain that the conventional model of motivation was not appropriate in all circumstances or people, as employees appeared to be able to motivate themselves in many cases, and do not require steady supervision and control. At the same time, workers became ever more doubtful on administration, as their compensation started going down the same as their productivity. Worker discontent led to the starting of the first trade and labour unions. Steadily, the mechanistic 'man-machine' notion of the preceding movement paves way for an enhanced consideration of the character of individuals, and in particular on the significance of social affairs in the place of work. The staff's work motivation and the human relations model, is when it was established.

Early 1960s, it became popular to look upon motivation in terms of human potential. Even though, the human relations school represented a considerable advancement on

traditional thinking, it could also not provide a complete explanation for all the kind of behaviour in the workplace. It steadily made way for the human potential model. According to philosophers like McGregor, Maslow, Argyris and Likert, advocated that the human dealings view as important than monetary remuneration to make a employee motivated. They continued to motivate workers much more than just financial or enjoyable social relationships and that especially a sense of achievement resulting from performing consequential and demanding work is a strong employee need. They also considered that people are already motivated to perform their tasks effectively, and do not necessarily regard work as unwanted or unpleasant. This school of thought leftovers leads to drive theorizing and relevance today.

2.4 Theoretical Literature Review on Motivation

Motivational theories as propagated by several scholars on explaining workers or people's behaviour (Lin, 2007), that influence their motivation. The thirst to know more about motivation the researchers started studying early in the late 20s and early 30s. The initial one, well known that for the Hawthorne's study (1927/1932), which indicated that staff productivity appeared to get better when interest is shown on them by management (Latham, 2007). The outcome of the study led to the understanding that the productivity, happiness, and enthusiasm of the workforce were interrelated (Latham, 2007). Since the first study was over, various theories of work stimulus have emerged and overtime based on the changes of employee's feelings and needs of business companies, the varied results obtained.

A number of theoretical perspectives on motivation research have been drawn. However, some of these appear to be less influential than when they were originally

hypothesized, such as Maslow's hierarchy of needs theory (Wicker and Wiehe, 1999), their contributions as foundation layers and inspirations for subsequent theories are still seen and acknowledged.

According to Petri (1996) several motivation theories are based, in essence, on differing approaches to the origins or sources of motivation, e.g. energy, heredity, learning, social interaction, cognitive processes, activation of motivation, homeostasis, hedonism or growth motivation. Depending on the approach adopted, motivation theories are generally classified into three categories, namely needs-based, cognitive, and drive and reinforcement theories (Baron et al., 2002).

Needs-based theories, also referred to as content theories due to their explanation of the content of motivation (Hadebe, 2001), suggest that internal states within individuals energize and direct their behaviour. These internal states are typically referred to as drives, needs or motives in these theories, of which those of Maslow, McGregor and Herzberg are well-known examples.

Cognitive theories do not focus directly on work as a potential cause of motivation, but rather on the cognitive processes, for example thoughts, beliefs and values, which people use to make choices regarding their behaviour at work (Schultz and Schultz, 1998). For this reason these theories are also referred to as process theories. Examples include equity, expectancy and goal-setting theories.

Drive and reinforcement theories are based on behaviouristic approaches, which argue that reinforcement conditions, behaviour (Hadebe, 2001), i.e. that behaviour

that has been rewarded in the past will tend to be repeated, and behaviour that has been punished previously, will tend to be extinguished.

2.4.1 Needs-Based Theories

2.4.1.1 Maslow's Hierarchy of Needs Theory

A well-known and often cited motivational theory by researcher, human resource professionals and practitioners is that of Abraham Maslow, which he brought in, year 1943 (Van Niekerk, 1987 as cited in Wanda R. 2005). The essential view of the theory is that workers are enthused by their search for satisfying their needs, or deficiencies, which can be classified into five categories, and that these needs happen in a definite pecking order, where lower order needs have to be met before those of a higher order nature (Gouws, 1995). Maslow (1968) as cited in Wanda. (2005) asserted that “gratification of one basic need opens consciousness to domination by another”. Maslow's need theory is depicted in Figure 2.1.

The theory components comprise of physiological needs which are linked to necessary continued of existence, e.g. hunger or thirst. Safety needs involve physical shelter, security and individual's seeking for personal security, such as a stable and secure job. Social needs are about creating friendship, love and social recognition and sustain, whereas self-centered needs entail a person's wish to be valued by others and by one. Self-actualization happens at the peak of the needs hierarchy, as it stands for a person's determined towards achieving highest potential, normally never easily completely attained.

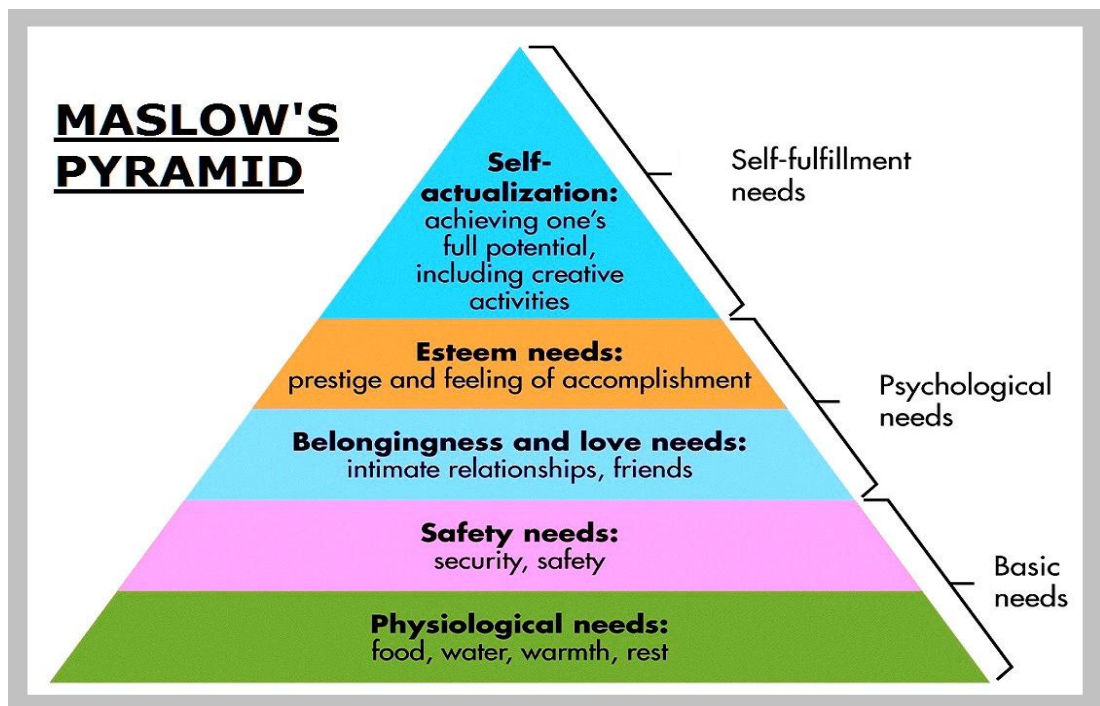


Figure 2.1: Maslow's Hierarchy of Needs

Source: The New Existentialist

(Gouws, 1995). According to Maslow (1968), people always pursue what they do not yet have. Consequently, those needs that have already been satisfied, no longer provide motivation for action (Schultz and Schultz, 1998).

Over time, little empirical evidence has been produced to support the idea of a needs hierarchy, or the idea that as needs are satisfied, their importance diminishes (Baron et al., 2002). These shortcomings have been addressed in Alderfer's Existence-The theory of Relatedness-Growth (ERG), which based on Maslow's theory.

Alderfer summarised Maslow's five components of needs into three components of Alderfer theory, named 'Existence' (physical endurance needs), 'Relatedness' (social needs) and 'Growth' (need for personal growth and development). Alderfer

emphasized that these needs do not occur in a hierarchy, but rather on a continuum (Spector, 2003), and may in fact be experienced simultaneously (Alderfer, 1969). Alderfer's ERG theory has perceptible plea, and is more openly valid to workforce motivation than Maslow's needs theory. It also has widely spread and greater empirical support (Wanous and Zwany, 1977).

In spite of the limited empirical support, Maslow needs hierarchy theory has had an encouraging impact on organizations, as it has pay attention on the significance of addressing workers' needs at work (Spector, 2003). Adding to that, among its main constructs, the self-actualization notion has become very familiar with particularly managers and executives who view this high-level need as a strong motivator (Schultz and Schultz, 1998).

2.4.1.2 Herzberg's Two-Factor Theory

Frederick Herzberg's two factor theory known widely and contentious was proposed in 1954, and developed as of his effort to decide the attitude of the workforce to their jobs (Herzberg, 1966). This theory initially, the founder. As such, it was originally proposed as the job satisfaction theory, however, as more scholars get in understanding it more, they were of opinion that it was more of motivational rather than satisfaction (Baron et al., 2002). Also, Beach (1980) viewed it as more of a work motivation rather than suggesting it to general workforce or personnel motivation theory.

The essential postulation of Herzberg's theory is that motivation starts from the work characteristics itself, and not from outside particular job, and that those relevant

factors most important to job satisfaction ('motivators') are different from the ones facilitating job dissatisfaction ('hygiene/maintenance' factors -Herzberg, 1966).



Figure 2.2: Frederick Herzberg's Two Factors Theory

Source: Samira (2012)

The hygiene factors that resemble with Maslow's lower order needs are within the range, from a condition of dissatisfaction, to satisfaction or no dissatisfaction. The aspects include state of affairs within the task, that don't influence job happiness, through avoiding occurrence of dissatisfaction, if addressed properly. Frequently given examples of these upholding factors comprise the degree of supervision, job importance, work conditions, service environment, compensation and interpersonal relations (Herzberg, 1966).

The theory assumes as motivators and hygiene factor independence lifts up a number of divergences in the field, and moreover it has in general attained modest practical support. Yet, the theory has a key impact on organizational psychology (Baron et al., 2002), in that it has led to the re- devise several jobs to let for greater involvement of

employees in setting up, performing and evaluating their own work – a perception nowadays known to as ‘job enrichment’ (Schultz and Schultz, 1998). The motivator/hygiene theory has been extremely victorious in focusing concentration on the significance of providing employees with a job that is meaningful to them (Spector, 2003).

2.4.1.3 McGregor’s Theory X and Theory Y

In his theory McGregor developed the two disconnect predetermined perceptions on the way individual view human being’s behaviour at workplace and organizational time. He contended that business firms pursue one among the two contrasting approaches. One of them called theory X and the other theory Y. In his arguments theory X, people encompass an innate, have an aversion to work and be likely to keep away from it when a chance arises; they are instinctive egocentric, indifferent to the requirement of the organization.

Peoples’ efforts require to be directed through incentive, controlling their performance and change of their conduct so as to fit within organizational needs, they for all time need to be engaged to take a task and have modest or no ambition but above all everything they look for security. This group of people, management has the duty to guarantee that the productive fundamentals of the organizations are prearranged, such as money, materials, and people to meet economic ends.

Due to the laziness behaviour inbuilt of human beings, they do not perform well on their own programme. In order to make people of this behaviour to attain the

organizational objectives they need to be convinced, remunerated, coerced, guarded, directed or endangered with punishment. The task of the organization is to pressurize and manage the workforce. If management does not have a lively involvement, individual be inclined to stay inactive and defiant to the needs of the establishment.

Alternatively theory Y stipulates that individual agree to and look for responsibility at the entire period, and management has the duty to organize what is called the elements of a productive element of an enterprise like money, non monetary assets, equipment and workforce in trying to meet economic ends. Individual or person work is expected thing; they are active to organizational requirements and are constantly prepared to convey self-direction when dedicated to the aims, as individuals are not lazy. Contrasting, to theory X however, management task is mainly to grant the correct situation and operation techniques to attain their goals through the way of their hard work to meet organizational objectives as their commitment is not questionable.

In accordance to Gouws (1995) noted that McGregor's theory extremely look like that of Maslow, in that the features McGregor alleged act as motivators of individuals at work, are ordered and placed in a comparable pecking order. McGregor also positioned physiological needs first, then physical and social needs. Egotistical needs are sub-categorized as self-regard needs on the one hand, which involve self-respect, self-confidence, autonomy, achievement, competence and knowledge, and reputation needs on the other. The latter include needs such as the status, recognition, respect and appreciation a person enjoys. The highest level of

need is that of self-fulfillment, which individual attempt to satisfy through continued self-development and creativity.

Douglas McGregor's (1960) Theory X and Theory Y signify an extension of his ideas on motivation to the way and manage employees in their workplace. According to McGregor's Theory X, which expresses the long-established approach to individual motivation, people dislike work, and make every effort to keep away from it were likely.

As a consequence, individual employees must be forced and guarded by a punitive system to carry out work effectively. The typical person is thought to be short of ambition, avoid accountability, and try hard for protection and financial compensation only. They are egocentric, and not at all mindful of organizational goals.

Theory Y, in contrast, replicates a further contemporary approach to motivation, in that mainly individual persons are eager to regulate themselves in order to successfully accomplish tasks assigned to them. In addition, they ask for responsibility, and are encircling to creativity and problem solving. McGregor regarded Theory Y as a supplementary precise and practical depiction of individual behaviour, since it involves the combination of individual employee and organizational goals. McGregor did, however, recognize that the theory does not provide an absolute account for individual motivation (McGregor, 1960).

2.4.1.4 McClelland's Theory of Learning Needs

The theory of McClelland's or the 'Three-Need' premise (Gouws, 1995) or the 'Achievement Motivation' premise (Schultz and Schultz, 1998), was brought in 1967. The theory postulates that achievement-oriented individuals have in common three most important needs that are obtained in the course of learning and experience (McClelland, 1987). McClelland allocated a definite sign to both three needs, which include:

- (i) The need for Power (n/PWR), which indicates the need to manage others persuades their conduct and be accountable for them;
- (ii) The need for Affiliation (n/AFF), which demotes to the wish to launch and uphold agreeable interaction with other individuals;
- (iii) The need for Achievement (n/ACH), viewed as behaviour inclined towards competition with standards of excellence.

Even though, McClelland's hypothesis of motivation not extremely influential to most of scholars, and practitioners, was unquestionably instrumental in giving important attention on the extraordinary needs of individuals by means of a strong need to be achieved (Beach, 1980).

2.4.1.5 Hackman and Oldham's Task Enrichment Theory

Richard Hackman and Greg Oldham's model, postulated and brig in use in 1980 (Van Niekerk, 1987), the other name for the theory and also being famous as the 'job characteristics' theory (Schultz and Schultz, 1998). It built up out of the authors' research study conducted on measuring of job features that related to job contentment and work turnout (Schultz and Schultz, 1998). The theory is found

against the assertion that three emotional states in particular are necessary to enhance a person's motivation and job satisfaction, namely:

- (i) The occurrence of working as important;
- (ii) The occurrence of work responsibility, i.e. the degree of individual personal responsibility for a person's work;
- (iii) Within reach in job performance, i.e. how an individual performance, whether is poor or vice versa.

The three states above influences one motivation, as the more powerful the occurrence of those three conditions, the higher the individual's motivation, intensity will be achieved (Porter, Lawler and Hackman, 1975). Hackman and Oldham also acknowledged five duty features thought to guide to the above motivational situation these characteristics that encompass skills, diversity, task individuality, task consequence, self-rule and performance feedback, and their interaction with the three motivational states.

The essential to this theory is the perception that the need for individual growth, creativity and challenge has an extremely noteworthy impact on the victorious carrying out of an important task. In addition, as individual differs in approach, opinions drive and needs, and alike, therefore individual will take action differently to the same task or obligation (Van Niekerk, 1987).

The notion of task enhancement has proven extremely meaningful and useful in the place of work, and Hackman and Oldham's theory, therefore continues to stimulate

investigation (Tyagi, 1985). A meta-analysis of 200 research studies, a case to refer, confirmed its positive connection among job characteristics, job, happiness and performance (Fried and Ferris, 1987).

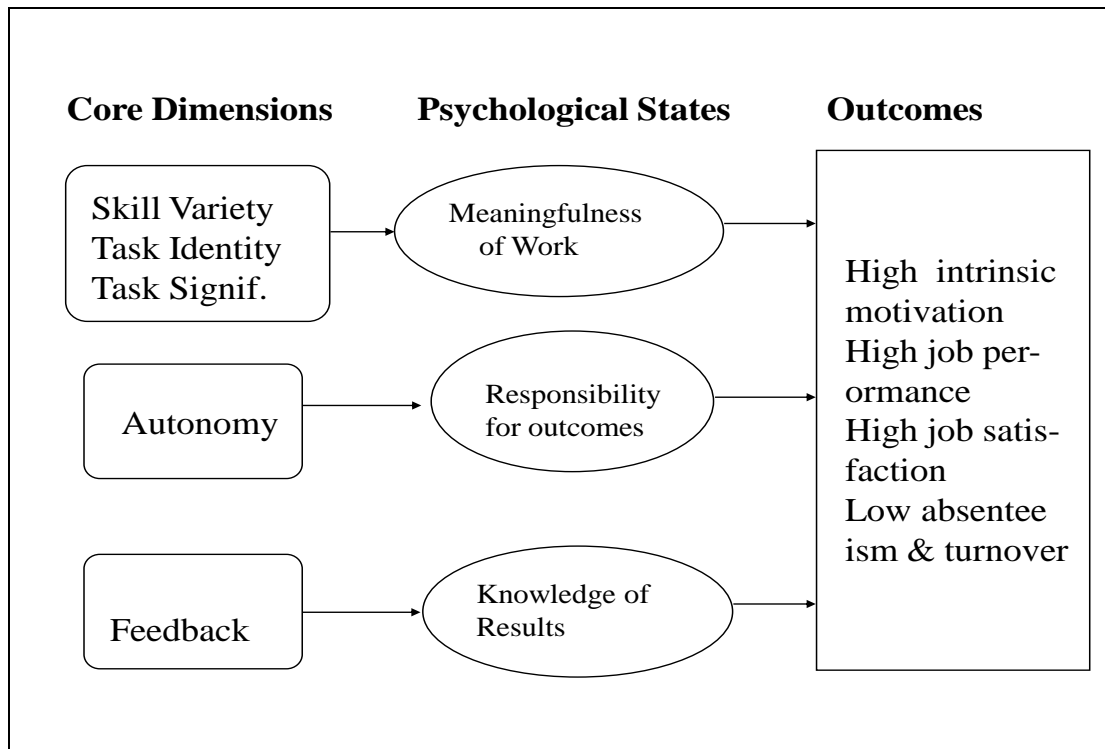


Figure 2.3: Hackman and Oldham's Task Enrichment Model

Source Wanda (2005)

2.4.2 Cognitive Theories

2.4.2.1 Equity Theory

It was brought on an Equity theory by Stacy Adams in 1965 (Hadebe, 2001) added to what theories of motivation were in existence. The fundamental belief is that individuals are stimulated to attain a state of fairness/justice in their business with other people, and by the business firm they work for (Adams, 1965). Individual craft judgements or assessment between their own individual inputs at work, e.g. their credentials, know-how and endeavours, and the results they obtain, e.g. pay and

fringe benefits, position and working situation. Weights are assigned to these inputs in terms of efforts and output as productivity in accordance to their importance and value to themselves.

The aggregate total produces an output / input ratio that are the vital matter in terms of enthusiasm. If an individual's output / input ratio is identical to that of another person, justness is present. A situation of unfairness, show the way to nervousness which, the individual tries to lessen by changing one or more elements of the ratio, e.g. increase or reduce his effort. Apparent inequity by the individual is consequently the source of motivation (Baron et al., 2002).

This theory assists to offer the starting point for studying the motivational repercussions of apparent wrongness and unfairness in the place of work. It also laid the foundation for other recent theories on allocation (how much is allocated to each person) and routine justice (how rewards and job requirements are determined- Cropanzano and Folger, 1996). In a meta-analysis of most of these theories, Cohen-Charash and Spector (2001) found that both allocation and routine justice were linked to job performance, job satisfaction and the intention to quit.

Equity theory has attracted many studies, however, there has been begging to be excused of late because of its powerlessness to foretell individual's insight of the equitable of their particular situation. However, it has assisted to build around the awareness of the consequence of managing individuals fairly, and the results of fading to do so (Spector, 2003).

2.4.2.2 Goal-Setting Theory

Goal-setting theory was initially proposed by Edwin Locke in 1968; However, Spector (2003) illustrated this viewpoint on enthusiasm as the postulations that individual's conduct is stirred by their inner intents, aims or goals; in other words, by what individual intentionally desire to accomplish. According to Locke and Henne (1986) goals have an effect on individual conduct in four ways:

They wish to follow and actively to those conducts which an individual considers will realize a particular aspiration;

- (i) They organize an attempt to attain the objective;
- (ii) They boost the individual's perseverance, that end in extra time spent on the conducts needed to arrive at the required goal;
- (iii) They motivate the person's search for effective strategies for end.

There are quite a few fundamentals for the goal-directed manners to efficiently get better individual work performance (Locke and Henne, 1986):A comprehensive assurance to the definite aim;

- (i) Usual comment or feedback on the individual's performance in realizing the end;
- (ii) The further taxing goal is apparent to be; the enhanced the individual's performance is expected to be;
- (iii) Specific targets are more valuable than vague targets, e.g. "perform at your most excellent";

- (iv) Individual sets targets or goals are more appealing than organizational put targets or goals. Contrary to the above then it's prudent for an individual to participate in setting or input during the setting ones target or goal

This theory has an insightful plea as its obvious significance to the workers (Schultz and Schultz, 1998). It is glowing hold up by practical research study evidence (Locke and Latham, 1990). It is, at present one of the mainly admired theories notifying organisational ways to individual employee motivation (Spector, 2003).

2.4.2.3 Expectancy Theory

The beginning thoughts on what has arrived to identify as expectancy premise, or Vroom's Expectancy-Valence-Instrumentality (VIE) supposition (Beck, 1983), this can be mapped out rear to the hypotheses back to Tolman and Levin in 1932 and 1938 in that order (Petri, 1996). Vroom was, though, the original don to detail these thoughts of motivational perspective in 1964 (Gouws, 1995). Since then the emotional theorizing of several 60 years ago, the theory has been offered in a lot of differences. A widespread versions are the one that with the fundamental principle that individuals rely their conduct on their thinking and hope about upcoming dealings, that maximize to their advantage (Baron et al., 2002).

Essentially, the theory makes clear how rewards guide to conduct, through focusing on inner cognitive situations that show the way to motivate. In other words, individuals are motivated to accomplish if they consider persons behaviours will go ahead of the outcomes they desired. The said cognitive states are termed 'expectancy', 'valence' and 'instrumentality' (Spector, 2003). Vroom's imaginative

theory conceives that motivation (or ‘force’) is a mathematical occupation of three types of cognitions (Vroom, 1964):

$$\text{Force} = \text{Expectancy} \times \Sigma (\text{Valences} \times \text{Instrumentalities})$$

Where:

- (i) Force, is the individual’s motivation to execute;
- (ii) Expectancy as perceived probability that an individual is about his talent to carry out the conduct essential to guide to a required result, e.g. working hard enough to secure a promotion. (This aspect is similar to self-esteem or self-confidence, in that it relates to a individual’s belief that he can perform at the required level (Spector, 2003);
- (iii) Valence is the value or the attractiveness of the results to the individual;
- (iv) Instrumentality is the perceived probability that a given behaviour will lead to the desired outcome.

Under the Vroom expectancy theory, for each behaviour there is more than one outcome. According to Vroom’s formula, for each outcome a valence and instrumentality are multiplied, and each resulting product then summed (Σ), and multiplied by the person’s expectancy, to produce an overall force or motivation score and points out that the multiplicative assumption implies that if any of the cognitive components equals zero, the overall level of motivation will be zero (Spector, 2003).

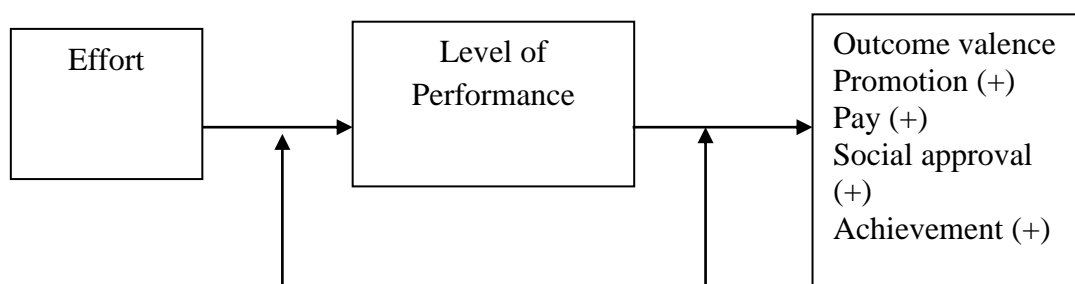


Figure 2.4: Vroom's Expectancy Model

Source: Beck (1983)

Expectancy theory has achieved a well received, popular and influential since its beginning; however, there are several criticisms for its postulation that individuals are as manipulative and reasonable in their decision-making, as suggested. It has also been challenged for deteriorating to take sufficient explanation of individual's cognitive restrictions (Baron et al., 2002). Subsequently, there are varying viewpoints of supporting for the theory's worth in the place of work. According to Hadebe (2001) the theory has restricted made use of, and is an extra suitable for guessing of manners where effort–performance–remunerations relationship be evidently alleged by the individual. Support of the premises as a sufficient predictor of job performance comes from authors such as (Tubbs, Boehne and Dahl 1993, and Fox, Scott and Donohue (1993).

2.4.3 Drive and Reinforcement Theories

The mentioned above theories, presume that individual qualities are influenced by its perceived outcomes, either being positive or negative. Baron et al., 2002) are found in the 'Law of Effect' thought, which was initially hypothesised by Thorndike (1911), and later refurbished by (Woodworth 1918 and Hull 1943). The Hull's motivation,

drive theory explained the mathematical equation that is Effort is a product of the Drive, multiplied by Habit.

It was also noted that Habit explained in the equation derived from behaviour reinforcement. The repercussions or consequences of behavioural example money or intangible like praise (Spector, 2003). Looking broadly, the reinforcement theory has played a significant role of putting in place system of incentive and rewarding, which is very relevant to most organizations today. As such, it offers the root of the view that rewards shall be reliant with individual productivity or better performance (Schultz and Schultz, 1998).

The Drive and Reinforcement as a motivation theory, it has not widely accepted as it greatly showing the fallen somewhat out of favour, as it merely describes associations between individual corroboration and conduct, a little explaining the in and out of the motivational processes, for example in grating or requiring reward as to why an individual will need a certain reward and not the other. However, despite the weakness mentioned above, still it compares to other theories, its popularity on the notion indicating that reward can be highly effective in the enhancement of job performance (Spector, 2003).

2.4.4 Motivation Theories Summary

The theories covered in the preceding sections have each theory add significantly towards these days perceptions about and sympathetic of the theory of motivation in the workplace. To start with the needs theories, for example, is greatly about organizational recognition that the individual's conduct at work is stimulated by

extremely individualized inherent desires and needs (Van Niekerk, 1987 as cited in Wanda., 2005). Achievement-orientated individuals are determined by a strong require for power, affiliation and achievement than for the most part other people (Schultz and Schultz, 1998).

As for this ground, management has to guarantee that they spend the essential time and effort to measure the individual needs of workers, and tailor their jobs and working settings consequently (Walker, 1980). Following to their natural want to perform well with the work and develop themselves, the majority of employees need not require stable supervision and direction and may in fact, resulted to employee extreme demotivating.

In addition, individual require to feel their work as meaningful and challenging, and thus need noteworthy input from them to the management to make sure a high level of job enrichment on a continual basis (Beach, 1980). The cognitive theories of motivation have aided human resource professionals and employers to appreciate that, apart from their enthusiasm being determined by inherent needs, individuals also relate purposeful mindful thinking to their manners at work. Organization and companies are alert in knowing that individual assess their inputs on the work against the return obtained, and that they should consequently pay attention to the appropriateness of employee output and reward to be given Cropanzano and Folger, (1996). It is also careful for organizations, to offer a range of remuneration, which may be acquired through varied degrees of performance, to let individual employees to set their challenging goals that may attain through differing ways they may notice as instrumental towards attainment of those goals (Spector, 2003).

As individuals have attained the needs of their own works, and accomplished convinced goals or targets, they anticipate certain rewards to go after. As such, reinforcement theories have added much input in the direction of the establishment of an extensive range of reward and performance incentives systems that are applied by the organizations worldwide these today's (Beach, 1980).

In relating individual's conduct at the workplace to the accepted wisdom of the model from originators contributed to the availability of the extensive assortment of needs, cognitive and reinforcement motivation theories. They have emerged motivation for individuals that start broadly from relationship linking three main domains of an individual's life. There is power used by an individual's exciting and physical needs, as a case the need for achievement and for individual liberty in the working set. The human being increases emotional and physical needs throughout the constant cerebral appraisal and response of issues such as fairness and justice. In addition, human being applies lively, thought to design and pursue job-related goals alongside the background of their own needs and their cognitive appraisal of the situational likelihood of such aims. In the latter look upon, reinforcement of conduct, whether acquired through individual or vibrant experience or other means, plays a vital role in directing and maintaining motivation manners at work.

Obviously, the theorizing of several authors and researchers over the periods has created in the enhanced aptitude of business firms to change these theories into useful and successful measures to deal with an extremely difficult feature of the organizational psychology, namely the motivation of human being conduct at work, and to ensure organizational achievement and thus profitability in the course.

2.5 Empirical Literature

According to Simba (1997), Bereje (1997): Chijumba (2002):Mkisi (2008), and Kiruja and Elegwa (2012) had pointed out, among other factors like poor working conditions, low wages and salaries, delayed promotions contribute to low employees motivation and job performance in Tanzania Civil Service.

Furthermore Mkisi (2008) noted that most managers in Tanzania have an idea of what the concept of motivation entails as the problem is that, they are conferred to "pedestrian approach" of the concept. They assume that money plays a central role in motivation or that all motivational efforts are quantifiable in monetary terms. He further pointed out that in most cases only top management decisions have bearing on motivation.

Both Mkisi (2008) and Simba (1997) revealed that motivational packages in most public organizations in Tanzania are ineffective because they are poorly administered and managed. They also argued that motivational efforts in many organizations do not meet employees' needs. Thus, employees are not always busy with their jobs provided they are paid well. But they will need more incentives like promotion and stuff like that. Torrington (2005) says that some organizations pay bonuses direct to the employee on the basis of their rewards. However, some managers do not like this scheme as it allows double pay.

Manzoor (2010) indicated that, 'empowerment and recognition have a positive effect on employee motivation. More the empowerment and recognition of employees in an

organization are increased more with their motivation to work enhances.’ The data were collected from employees of diverse type of organizations to gain wide representation of sectoral composition. In all, 250 self-administered questionnaires were distributed among the employees of different sectors and they returned 220 completed useable questionnaires for a response rate of 88%. The participation in the survey was voluntary and confidentiality of responses was ensured. The statistical analysis showed that different dimensions of work motivation and satisfaction are significantly correlated and reward and recognition have great impact on the motivation of the employees. Implications of the study for managers and policy makers in the context of human resource practices have been discussed.

Limitations and guidelines for future research are also provided (Danish and Usman, 2010). Again Bereje (1997) points that unattractive incentive design, lack of promotion and poor working conditions are the causes of job dissatisfaction and employee demoralized leads to obscure behavior and labour turnover. Employees work on the assumption that they will reach a high position in an organization they work in.

Nadeem et al. (2014), Audu (2015) and Sheopuri and Sheopuri (2015) in their studies found that employee motivation is necessary for all firms. It does create a great impact on the firm and employee performance. Increase their efficiency and effectiveness hence their performances which helps in the achievement of the firm target. It is observed that the firms which take care of their worker’s progress rapidly. Sheopuri and Sheopuri (2015) also added that money alone will not adequately or

exhaustively solve the problems of motivation for employee to provide high performance for the company.

Also, rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (June et al., 2006). Kallimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks in Pakistan. The study focused on four types of rewards of which one was recognition, which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation.

An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The result showed that there exists significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan et al., 2001). An empirical study was conducted by Reena Ali to examine the impact of reward and recognition programs on employee motivation and satisfaction. A questionnaire was distributed to 80 employees of Unilever and data was analyzed through SPSS version 16. The results showed that there is a statistically significant ($r=0.92$, $p<0.01$) direct and positive relation between recognition and employee work motivation (Reena et al., 2009).

Another study was conducted in Pakistan to examine the job satisfaction among bank employees in Punjab. A structured questionnaire survey was used and data were gathered from 4 banks employees, the value of correlation coefficient for recognition was 0.251 which shows that its relationship with job satisfaction is positive. Job

satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction of employees increases (Salman et al, 2010). That is why a study says that a deficiency of appropriate recognition and rewarding reduces employee work motivation and job satisfaction. Hence, administration of organization and institutions should build up the arrangement for giving that reward and recognition to enhance employee job satisfaction and motivational level (Reena et al., 2009). In the study carried out by Jibowo (2007) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria.

The study basically adopted the same method as Herzberg et al, (1959) and it shows some support for the influence of motivators on job performance. In another study carried out by Centres and Bugental (2007), they also based their research on Herzberg's two-factor theory of motivation, which separated job variables into two groups; hygiene factors and motivators. They made use of a sample of 692 subjects to test the validity of two-factor theory. And it was discovered that at higher occupational level, "motivators" or intrinsic job factors were more valued, while at lower occupational level, "hygiene factors" or extrinsic job factors were more valued. From this work they concluded that organization that satisfies both extrinsic and intrinsic factors of the workers get the best out of them.

Bergum and Lehr's (2004) study, which look into the influence of financial incentives and its exclusion on performance, showed that those in the experimental group who obtained person incentives carried out responsibility better than those in the managed group. Daniel and Caryh (1995) study were intended to explore more

the ability of the investment replica to forecast job happiness and job dedication. The result showed that job happiness was best predicted by the remuneration and expenditure value of the job and job dedication, also the best predicted was attained by a mixture of rewards, cost values and investment size. Akerele (2001) observes that deprived compensation is linked to profits made by an organization. The wage disparity between high and low income earners was related to the low morale, lack of commitment and low productivity. Nwachukwu (2004) blamed the productivity of Nigerian workers on several factors, among them is employers' failure to provide adequate compensation for hard work and indiscipline of the privileged class that arrogantly displays their wealth, which is very demoralizing to working class and consequently reduced their productivity. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

A further study conducted, that is relevant to this research, is that of Wood (1974). He examined the correlation between different workers' manners and work, enthusiasm and job performance by means of 290 a skill and a semi-skillful of both the gender of paper industry. The study disclosed that exceedingly involved employees who were among essentially familiarized towards their jobs did not evident happiness proportionate with organization performance evaluation. They depended further on inherent rewards centrally to those more extrinsic in point of reference. The above discussion entirely maintains that recognizing workers' job

enhances their enthusiasm to carry out tasks and execute responsibilities efficiently and effectively.

2.6 Policy Review

In Tanzania there is no evidence that the policy regarding motivation for both sectors, public and private is present, however, Public Service Pay and Incentives policy is put in use and stress on attaining quality in work and giving the importance of generating better jobs in the country.

The country policymakers have identified ‘more and better jobs’ as a principal objective in the Tanzania’s vision for the future. This formulation was first used in the conclusions of the Public Service Pay and Incentives Policy 2010, which defined a new strategic goal for the country for the next decade. The objective of the policy therefore is ‘to become the most competitive and dynamic knowledge-based economy in the region, capable of sustainable economic growth with more and better jobs and greater social cohesion’. The focus on quality of work the government shall strive to make public service pay better relative to the labour market comparators, and to improve working conditions’

The aim of motivational policy is to give back workers for their effort in the job they do to encourage them to perform well, to retain them, and thereby shun the need for costly recruitment and training for replacement (Public Service Pay and Incentive Policy, 2010).

As noted in the quoted Policy, the objective is to improve service delivery, quality and accessibility. This will be achieved through a holistic approach to enhance the capacity to improve service delivery, quality and accessibility in line with country objectives. This shall be done through striving to make public service pay and incentive better relative to the labour market comparators and to improve working condition.

From the discussion above, the policy for the private sector is missing however, they, may be affected by the public sector policy as both depended the same labour market.

2.7 Research Gap

As more and more companies attentions are turned to employees' performance, organizations are seeking means of maximizing it in this era of competitiveness. To improve employees work performance organizations are emphasizing provision of motivation to their employees. According to researchers, motivation is a very complicating issue as its effectiveness depends on settings such as type of organization and employees' culture. According to the literature reviewed in this study, little is known concerning the impact of motivation on employees' work performance in private sector business entities in Tanzania unlike public sector which are very different. Thus, this study intended to assess the impact of workers' motivation on the job performance of private sector firms in Tanzania taking employees of VRM as a case study.

2.8 Conceptual Framework

The model below illustrates some of the motivating factors which affect employees work performance. These factors will form the independent variables of the study and will be manipulated to positively or negatively affect the dependent variable, which is employee work performance. These independent variables have been broadly covered in the literature review.

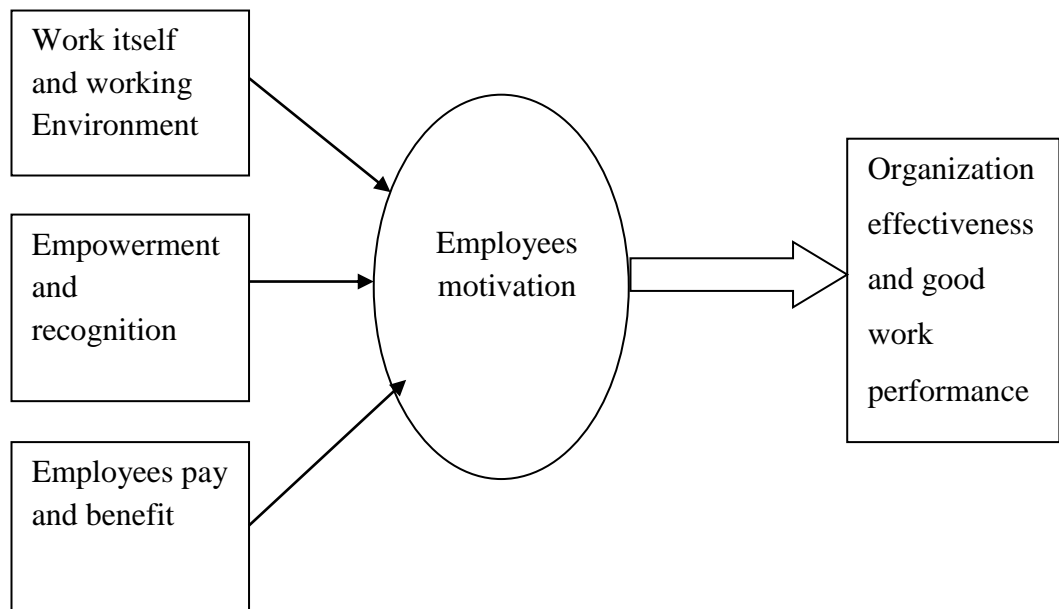


Figure 2.5: Research Conceptual Frameworks

Source: Developed by Researcher, (2016)

Motivation to employees is derived from good salary, rewards, good working environment, career growth opportunity, job security, recognition and promotion. Motivation is displayed by employees' behaviors such as satisfaction, innovativeness, commitment, settled and productivity, which is essential for employees work performance improvement.

2.9 Chapter Summary

Literature review comprised of different studies and theory portrayed by different scholars related to the factors which can trigger motivation and finally organization performance. The chapter has exhausted literatures done within and outside the country. The chapter also displayed the research gap which is the missing elements in the existing literatures. The chapter also provided the theoretical structure which is the arrangement of concepts, best guesses, hope, and premises that maintains and notifies the study. This enables the leader to have a quick understanding of the topic discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes how the study was designed and carried out. It explains the sampling methods used procedure for data collection, which has been adopted and the tool used in data analysis to come up with the conclusions and recommendations. This chapter first describes the research design and area of study. It also describes the methodology adopted in the study together with the instruments and procedures used in collecting data, targeted population, sample size, sampling techniques, method of data collection and data analysis.

Kothari (2008) defines a research methodology as a scientific and objective understanding of how research is conducted. The research methodology is not only about methods, but also about the logic behind the methods used in the context of the study.

3.2 Research Design

Research design is the way research data are collected, analyzed in the manner that suit the aim of the study. The research design is the theoretical arrangement in which a research is conducted; by forming the techniques for data collection, measurement and analysis... As such the research design involves charting of research events from research idea generation through field survey up to the final analysis of data

(Kothari, 2008). As a result the approach has been applied to explain and consider in deep the impact of incentive on the performance of individual in the organization Singleton and Straits (2005) note that, “research design basically consists of a clear statement of the research problem as well as plans for gathering, processing and interpreting the observations intended to provide some resolution to the problem”.

The descriptive study approach used as to permit the study to carry out in deepness inquiry and this, concerned the analysis and presentation of data. The research making a case to study is a study approach that discovers the fact; in it's truly life state of affairs (Yin, 2009). Also Kothari (2008) emphasizes that “Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficient as possible yielding maximal information with minimal expenditure of effort, time and money”.

3.3 The Study Area

The study is about the impact of motivation on workforce performance with Venture Risk Management being case study. The study directly touched areas of all workers in respect to the types of the incentives that can trigger motivation to an employee. There are reasons behind the choice of those workers to be included in this study. Key aspects to these include the followings:

All employees are the ones who energize and expertise so as to improve work performance of the organization. Therefore the study selected purposeful this area to find out what factors motivate staff and its motivation scheme is appropriate to the

level of development, or their staff motivated and what are the best ways to motivate the staff.

3.4 The Study Population

The study population is considered as a great compilation of individuals or things for a scientific query (Kothari, 2008). The study population is usually the basis of any research study. Despite this, however, because of the big size of the population the researcher did not involve every individual in the study, as it's too costly and time prolonged. Therefore, the research study concentrated on the single company only, Venture Risk Management, which has 460 employees, which 30 of them are the management staff.

3.5 Units of Analysis

Kothari (2008) defined, a unit of inquiry as a straightforward element, a set or bunch of such element shaping the base of scrutiny in the sample framework. In this study, the entire elements of the research study involved diverse characteristics of age, gender, educational level and duration in the organization.

3.6 Sample Size

Sample size determination is the way of opting the extend of the sample element in the research study The size of the sample is essential in any research study its goal is to make use of it and later infer to the entire population as it is very costly to involve the entire population. In essence, the size of the sample used in the study is influenced by the need to minimize cost and obtaining appropriate research result this study used a sample size of 138 respondents. This sample is taken to be an appropriate sample size regarding the population at VRM, as scholars recommend

that the participants in survey studies should not be less than 100 per each main sub-group and between 20 and 50 for the minor sub-group (Cohen *et al.*, 2007). This sampling size ensures getting a minimal sampling error that could be executed, reliable and relevant to the study by considering time and budget constraints of the research. The type of sample to be studied mainly focused on obtaining different yet relevant information from various sources so as to provide answers to the study questions with regard to impact of motivation on the work performance of the employees.

3.7 Sample Size Distribution

A sample is considered as the subset of the entire population of the study. The impression of the sample occurs from the fact that involving the entire population is costly and time consuming. The sample must be an agent of the entire population of which it must have appropriate size to warrant statistical analysis. Respondents were selected from the organization members who are working within the organization.

Table 3.1: Sample Distribution

Type of respondents	Number of respondents	Percentage of respondent	Sampling Technique
Managers	18	$18/138 \times 100\% = 13\%$	Purposive sampling
Normal employees	120	$120/138 \times 100\% = 87.7\%$	Purposive sampling
TOTAL	138	100%	

Source: Researcher Field Data Analysis (2016)

3.8 Sampling Techniques

In this regard stratified sampling was used for the reason of targeting a particular group of people who are in management level at the VRM.

The population was stratified according to occupation within the study population and the organization. The population was stratified into two (2) groups of managers and ordinary employees, where each group had respondents. From these groups respondents were selected randomly as all were meeting the study aims.

3.9 Measurement Instruments

This part provides an overview of the development and properties of Motivation and Work Performance attributes that were used to collect the research data

3.9.1 The Motivation Attribute

The Motivation attributes Questionnaire utilized in this study on employee evaluation of motivation is concerned with the ruling of individual divergences in the factors that reinforce, convey and uphold conduct in the place of work. The Motivation attributes includes

3.9.1.1 Work itself and Environment

The research findings in this study of, "work itself and environment" are known as the aspects that inspires workers exceedingly. There are nine matters of "work itself and the environment" that resolve how dissimilar matters relating to work and environment enhance the motivational level of the respondents. The issues are generally job security, availability of transport support to carry out the work, work itself that makes a difference, flexible working hour, involvement in decision

making, enjoyable working conditions, clear job requirements, challenging work and reasonableness of the work. These issues by and large work securities, accessibility of transport support to carry out the work, work itself that creates dissimilarity, bendable working hour, taking part in decision-making, pleasant working environment, clear job needs, taxing work and sensibleness of the work.

3.9.1.2 Empowerment and Recognition

In this study, empowerment and recognition are noted as a factor that motivates employees. Seven issues are attached to this factor includes management appreciation as employee comes up with new and better ideas, holding celebrations for success, informal praise and appreciation for better performance, supporting frequent contests and team building activities and evaluating performance fairly, encouraging and allowing employees to take personal responsibility, delegation of authority by managers to each employee with respect to job practice and methods and involvement of all employees within the organization in the decision making process.

3.9.1.3 Pay and Benefits

Pay and benefits as motivator in this study includes seven issues which am I feeling I am being remunerated a reasonable amount for the job they do, raises are too few and far between, I feel unappreciated by the company when I think about what they paid me, feeling satisfied with my chances for salary increase, I am not satisfied with the benefits package I receive, the benefits package we receive is as good as compared to as most other business entities and there are benefits we have not have which we should have

3.9.2 Work Performance Attributes

According to Jex (2002, p. 88), work performance as “all the behaviours a worker engages in, whilst at work”. However, the definition. Quite indistinct explanation, as the number of workers ‘behaviour demonstrated in the workplace, not of necessity linked to work-specific aspects. Traditionally, work performance is taken as More commonly, work performance refers to how well, somebody performs at his or how well someone's individual performance at the work place.

The definitions of work performance range in accordance whether its general or specific, and qualitative or quantitative dimension or magnitude. At the beginning, researchers were reluctant to define and measure work performance, as they thought to be straightforward issues. Nevertheless, later they started realizing that, the process of determining the measurement of a job and its performance obligation was not straightforward. Now, as noted by Milkovich et al (1991 pp. 48-49), job performance consists of problematical series of interacting variables pertaining to aspects of the work, the worker and the situation.

From the above in this study Work performance attribute involve variables concerning amount of work done (quantity), developments in techniques and technology, achievement of high quality standards, use of new equipment/facilities, encouragement of creativity, customer orientation and commercial focus.

Both Motivation and Work Performance attributes applied the Likers response scale listed below. It includes around nine items within the work itself and the

environment, seven items within empowerment and recognition and seven items within pay and benefit for Motivation Attribute, while seven items for work performance thus totaling to twenty three (23) items for motivation and seven (7) for work performance that are completed and processed on SPSS and EXCEL.

The five point scale of Likert was used to record the responses from respondents in the field. The score has five options ranging from 1 to 5. The lowly likely score per statement on a scale does not grasp noteworthy drive value for the worker and might yet lessen one level of stimulus. Alternatively, the utmost likely score indicates that the particular scale grasps important motivation value for the individual respondent

For motivation attribute the scoring guide is;

- (i) To the highest degree lessens my drive to work.
- (ii) Have a tendency to lessen my drive to work.
- (iii) Has no effect on my drive to work
- (iv) Have a tendency to boost my motivation to work
- (v) To the highest degree boost my drive to work

The Work Performance Questionnaire consists of one (1) category, with five statements and the entire survey as a total of twenty-five statements. For each statement under work performance, respondents have five options to express their level of agreement or disagreement on statement of work performance construct.

- (i) Strongly Disagree
- (ii) Disagree
- (iii) Neither Disagree or Agree
- (iv) Agree

(v) Strongly Agree

The respondents are required to choose one and only one option for every statement. Afterwards an average is calculated for each statement and each category separately, with 1 being the possible minimum result and 5 the possible maximum result. The survey then concludes with an overall average. Since every statement represents a positive work-related attitude, a high average indicates a positive work performance atmosphere and job satisfaction.

3.10 Data Collection Techniques and Instrument

The techniques and Instrument used based on a particular type of data, i.e. primary or secondary. With this in mind, researchers gathered both types of data primary and secondary data. According to Kothari (2008), while deciding about the data collection to be used for the study, the researcher should keep in mind the primary and secondary data. This study as mentioned above has used both primary and secondary, and methods used to collect the information in regard to the questions were designed by the researcher.

In general the questions were designed to ensure the respondents are free to provide the necessary information for the data analysis and the researcher provided the techniques of data collection that had considered the ethics. In research various data collection methods available and each technique are applied depending on the research objective. This study utilized a multiple data collection techniques whilst considering their applicability is relation to: the predictable quality of the collected data, estimated outlay, predicted return rates, expected level of measurement errors, and duration of the data collection method (Kothari, 2008).

3.10.1 Data Collection Techniques

The various methods of data collection involve the use of various techniques including interviews, observation, document review, and questionnaires. These are known as techniques and are discussed as below:

3.10.1.1 Interview

According to Young (2003) defines interview as an orderly technique that a person enters frequently imaginary into the inner life of another person usually a relative unfamiliar person to him. The research study used the interview for clarifying information which was not clearly collected from questionnaires.

3.10.1.2 Observation

Another way of gathering data, is observing, which in accord to Rwegoshora (2006) is the typical technique of scientific query. The technique enabled sufficient data composed, become accustomed and advance to step within the study. The main method was a questionnaire and the approach was dropped and pick later. For those respondents who were not ready at a time of collection in the course of waiting, we were able to observe diverse activities made by respondents and ask some questions. However, those were very few as most of them during the day promised were ready.

3.10.1.3 Documentation

The researcher has used a set of documents provided on academic published papers and journals to obtain the required information. Documentation is the use of the

stored knowledge. The stored knowledge was used to confirm the findings beyond the reasonable doubt (Young, 2003).

3.10.1.4 Questionnaire

A research questionnaire used to gather data consisted questions that necessary for respondents to answer, this enabled to obtain direct information from respondents. A number of questionnaires were distributed to earmarked respondents and later returned to the researcher. The researcher administered all the distributed questionnaires and provided assistance when respondents faced difficulties in responding or understanding the provided questionnaires.

The questionnaires distributed meet all the requirements of the research study questions, and the goal of the study. Thirty (30) questionnaires were distributed to groups of manager's to respond. The questionnaires had a number of questions needed to be responded by employees and return to the researcher. The responded questions in the questionnaire formed key source for the analysis of this information. See appendix A.

The use of the questionnaire as a method for data collection in this study was applied due to fact that the study involved a large sample which was widely dispersed. Kothari (2008) suggests that, this method of data collection is quite popular, particularly in situations of big sample sizes. With this method, respondents feel protected and the responses are likely to be more credible.

3.11 Research Data Analysis and Presentation

3.11.1 Data Analysis

Quantitative information is presented using statistical approach, including, bar charts, pie charts, percentages and frequency distributions. Qualitative data collected comprises the application of presenting findings descriptively. The questionnaire was checked for completion. Mugenda and Mugenda (2003) assert that, for data obtained from the field to be meaningful it needs to be cleaned, coded and analyzed as is difficult to interpret. Qualitative scrutiny is a method of probing, categorizing, tabulating and recombining evidences to address the research questions. Qualitative data are grouped into meaningful patterns and themes that are observed to help in the summarizing and organization of the data. Quantitative analysis is analyzed through the use of statistical techniques such as frequency, percentages, means, standard deviation, bar charts and tabulation to show differences in frequencies.

Bar charts are applied to show nominal or ordinal statistics. Statistical Package for Social Sciences (SPSS) and EXCEL is used to aid in coding, entry and analysis of quantitative data obtained from the responses of questionnaires.

3.11.2 Data Presentation

Quantitative data were presented using statistical approach, including bar charts, pie charts, percentages and frequency distribution, whereas qualitative data are presented descriptively.

3.12 Ethical Consideration

The researcher ensured all the respondents provide information on their own concert while educating them on the use of the information provided by them such as the information they provided was used only for the academic purpose. The purposes of this exercise were clearly explained to the respondents, especially during the distribution of the questionnaire. The usages of identity card and the permission letter from VRM were used to ensure the researcher is understood by the respondents. The sensitive issues were highly observed and the confidentiality considered. The behavior of the staff upon attending to the client and the way doing their daily work was notified of the problem.

3.13 Chapter Summary

The part of the study provides a synopsis of the research methodology for the study. The section started by discussing the general outlook, tag along with the research approach that included the research goals, the way sample determined, and measuring devices. The research study grouping is also put forward and discussed in a nutshell, one related to work the others related to the accountability of employee and concerning to enumeration on motivational aspects, while the dependent variable was work performed. The chapter ended by presenting field data gathering and analysis techniques, along with interpretation of the results. The next chapter four, provides of the research findings and discussion of results.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

The findings and analysis of the study are discussed in this chapter. The constructs of motivation and work performance include; the work itself and the environment, empowerment and recognition and pay and benefits for motivation aspects, and work performance did include volume of services, quality of services, creativity, encouragement, customer focus and business focus that aimed at meeting organizational objectives and overall goals.

Models used for analysis are mean, standard deviation and frequency, weighted motivation index, Furthermore, tables and graphs were used to present the same. The objective of the study was the basis for analysis and discussion of the findings. The general goal was to assess the impact of employee motivation on work performance in private organizations. Therefore the specific objectives are:

- (i) To examine how work itself and the environment can motivate an employee and hence organization performance.
- (ii) To find out the impact of employee recognition and empowerment on organization performance.
- (iii) To investigate the outcome of employee pay and benefits of organization performance.

4.2 Sampling Description

The study sample was drawn from 460 employees of VRM of which 30 of the population are managers. According to item 3.7 of this report sample of 138 were drawn of which 18 are Principal Officer's i.e. managers and the rest 120 ordinary employees.

The nominal Likert scale was employed for respondents to respond ranging from 1 to 5 in all questions of the questionnaire ranging from 1 to 5 points, where point 1 represents highly dissatisfying to the respondent and 5 highly satisfaction. Alternative, 2 least dissatisfaction and 4 moderate satisfaction. A Respondent who scores 3 tend to be neutral, neither satisfied or dissatisfied

However, the score of 3 is the mean for statement and 27, 21, and 21 mean for constructs of "work itself and the environment; empowerment and recognition; and pay and benefits" respectively. Whereas for entire constructs mean score is 69 scores, therefore any score above the mean represent to have increased the motivation to work at VRM. Contrary the score of the construct, statement less than means indicate decrease of the motivation to work.

Primary data collected from field survey was tabulated using Microsoft Office Excel, and all data were recorded using numerical codes. Various statistical measures such as tally, frequency distribution, mean and standard deviation were used in describing the variables.

4.3 Presentation and Discussion of the Results on General Information

The Table 4.1 of the research has decided to deal with the middle age because they are the working class who were interested much in motivating factors for better performance. The age of respondents was middle age, which implies that they are able to work effectively and that the incentives to them would be the strongest factor to work hard for the performance of an organization.

Table 4.1: Ages of Respondents by Gender

Age (Years)	Female	Male
26-35	12	33
36-45	27	42
46-55	09	03
56 and above	06	06
Total	54	84

Source: Research Findings (2016)

The data findings from the questionnaires indicate that: Respondents with age bracket 26-35 years female was 12 (9%) and male were 33 (24%), age bracket 36-45 were 27 (19%) female and 42 (30%) male. Age bracket 46-55 were 9 (8.%) female and 3 (2.%) male. Last age bracket 56 and above female were 6(4.0%) and male were 6(4.0%). This is indicated in Figure 4.1.

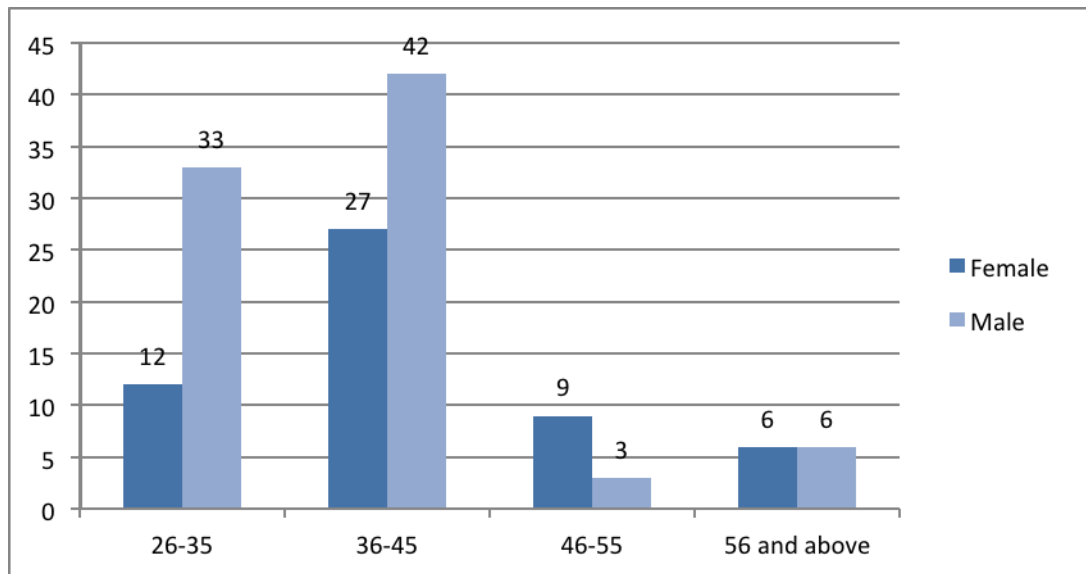


Figure 4.1: Age of Respondents by Gender

Source: Research Findings (2016)

Nearly 82 % of respondents are in active age (26-45) thus implies that the organization is more active and more in need of motivation from these young blood. The management can use the available active age 26-45 (82%) of respondents of both genders to meet the organizational goal as long proper ways of motivating them for the betterment of the organization

Table 4.2: Respondents Characteristics: Education Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary level	72	52.	52	52
Diploma	39	28	28.	80
Graduates and Advanced diploma	24	18	18	98
Postgraduates	3	2.	2	100.0
Total	138	100.0	100.0	

Source: Research Findings 2016

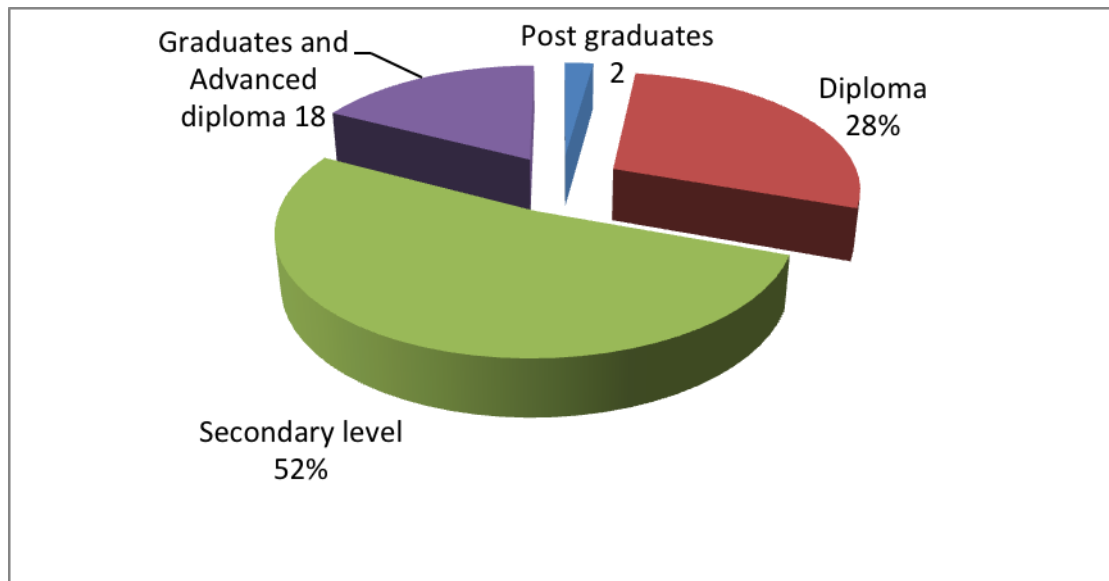


Figure 4.2: Education Level of Respondents

Source: Research Findings Analysis, (2016)

The respondent's qualification range from secondary school level to post graduate and this is a good sign as well it has been found that most of the respondent's working experience is sufficient to manage work. As it has indicated in the Table 4.2 above and Figure 4.2, a sizable portion of workforce possesses diplomas, degree and post degrees. Therefore, if the VRM management put in place a proper work environment they will harness their talents for betterment of VRM.

4.4 Presentation and Discussion of the Results by Objectives

Human beings are motivated by satisfying their different kind of needs. Needs depend on many factors and vary by the person, situation, organization, nature of works, risk, educational background of employees, experiences and skills, position of work etc. The factors affecting the employee's motivation working at VRM might be different from the factors of other private organization; even these could be unlike to some extent from other risk management organization. All employees, therefore,

have their own motivational factors to motivate them to perform their bests (Lin., 2007). In this research study, the construct of motivation is classified into three constructs namely; work itself and environment, empowerment and recognition; and pay and benefits. It also show the aggregate mean for each category of overall employees, managers and ordinary employees (see Tables 4.3).

4.4.1 Presentation by Constructs

Table 4.3 indicates the composite mean score for three constructs namely Work itself and Environment; Empowerment and Recognition; and Pay and Benefits for Overall, Managers and Ordinary employees results. In this study, "work itself and environment ", is identified to be most driving factor for both categories, managers and ordinary employees (ranked 1) placed at the top of an aggregate ranking list of factors that motivating employees (Table 4.3) higher than the average score mean of 27 of the construct.

Table 4.3: Employee score by Constructs

SN	Construct	Overall	Managers	Staff
		Mean	Mean	Mean
1.	Work itself and Environment	32.550	39.630	33.450
2.	Empowerment and Recognition	23.625	28.370	24.520
3.	Pay and benefits	19.100	32.130	19.400
4.	Composite mean	75.225	100.130	77.350

Source: Research Findings Analysis, (2016)

On the other hand Pay and benefits ranked last (ranked 3) for overall results and ordinary employees with a mean score of 19.1 and 19.4 respectively, while empowerment and recognition for managers scored 28.37 being the highest between occupations. The score calculated seems to be slightly higher than the average, which is twenty seven (27). Despite the construct of empowerment and recognition scoring 28.37 higher than theoretical mean, still is not an influential factor on the motivating employees the study concluded.

Nevertheless, composite mean show that generally employees at VRM tend to increase motivation to work having an overall mean of 75.225 and for managers and ordinary employees of 100.13 and 77.350 respectively higher than average mean of the constructs score of 69.

From Table 4.3 it is evident that managers tend to have increased their motivation to work on all constructs, while for overall and ordinary employees, their increased motivation to work is on “work itself and the environment” construct only.

4.4.2 Objective One. to examine how Work itself and the Environment can Motivate an Employee and Hence Organization Performance

The motivation on employees under the work itself and the environment was measured using a 5 point Likert scale, which ranged from 1 to 5. The results of the finding are depicted in Appendix C. However, the table and graph showing different scores of statements is in Table 4.4 and Figure 4.3.

Table 4.4: Employees Score by Statements and Occupation

	Work itself and environment	Overall	Managers	Ordinary employee
SN	Statement	Mean	Mean	Mean
1	I from time to time sense my job worthless	2.170	2.500	2.125
2	I like undertaking the thing I perform at work	4.260	4.500	4.225
3	I feel a sense of superiority in doing my job	4.150	5.000	4.025
4	There is overall job security here	4.240	4.330	4.225
5	Transport support is available here	3.930	5.000	3.775
6	Flexible working hour is observed	3.850	4.500	3.750
7	The management involve employee in decision making	2.630	3.800	2.475
8	We have an enjoyable working environment here	4.090	5.000	3.950
9	There are clear job requirements here	4.130	5.000	4.000
	Composite mean	32.550	39.630	33.450

Source: Research Findings Analysis, 2016

The research study had nine statements under the “work itself and environment” to find out different issues influencing motivation of respondent employees. The most motivated factors are indicated in Table 4.4 which are, “I like undertaking the thing I perform at work” ranking first that affects the level of motivation high (mean value 4.26) followed by “there is overall job security here” is ranked second position (mean value 4.24).

An occupational wise, factor that motivates managers are quite different from those motivating ordinary employees. For managers factor that motivate most are “I feel a sense of superiority in doing my job”, “transport support is available here”, “we have an enjoyable working environment here”, and “there are clear job requirement here”

with (mean values 5.0) ranked 1 followed by”, I like to undertake the thing I perform at work”, there is overall job security here, management involves employee in decisions making flexible working hours is observed,” and that motivates least is “I from time to time sense my job worthless”.

Whereas for ordinary employees factors that motivate most are ‘I like to undertake the thing I perform at work, I feel a sense of superiority in doing my job, there is a clear job requirement here’ and “there is overall job security here” with (mean value 4.225, 4.025, 4.225 and 4.0 respectively) followed by “we have an enjoyable working environment here, and there is a clear job requirement here”. And motivate least is “I from time to time sense my job worthless and ‘management involves employees in decision making with mean value 2.125 and respectively 2.475.

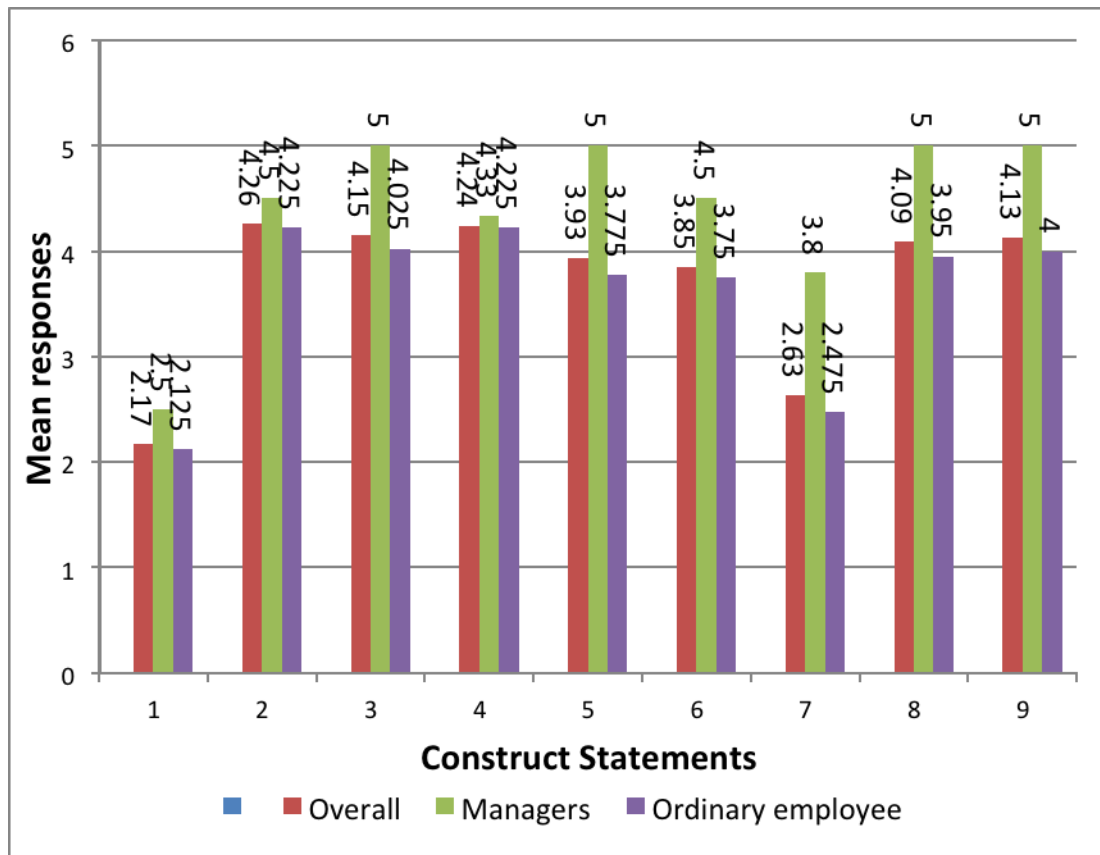


Figure 4.3: Motivation on Work itself and Environment Construct by Employee Category

Source: Research Findings Analysis, (2016)

From the Figure 4.3 it implies that employees are motivated by indicating a score above 3 on statements "I like undertaking the thing I perform at work", "I feel a sense of superiority in doing my job", "there is overall job security here", "we have enjoyable working environment here and there are clear requirements here" followed by "transport support is available here, flexibility working hour is observed. On the other hand the rest of statements indicating below 3 which implied that these factors do decrease employee motivation to work thus affecting work performance negatively. Based on number of literature, advocated that the nature of work and its surrounding environment is the factor that affects the level of motivation of

employee significantly. Tyilana (2005) suggests that three motivational factors such as achievement, recognition and work itself account for 88% job satisfaction.

According to Maslow's Hierarchy of needs theory, safety and security needs come after fulfilling biological and physiological needs. Appropriate job security assurance, challenging work, works that yields a sense of personal accomplishment, increased responsibility are factors cause motivation (Daschler and Ninemeier 1989, in Petcharak, 2002)). However, "good working conditions cannot motivate the employees themselves, but can determine the employee's performance and productivity"(Lin, 2007).

On the other hand, factors , I like to undertake the things I perform at work, I experience a sense of superiority in doing my job, there is overall job security here, we have an enjoyable working environment here and there is a clear job requirement here " has an impact on motivation. However, "I feel a sense of superiority in doing my job" is less influential in motivating employees, the effect put forward. Whereas I from time to time sense my job worthless tends to decrease motivation to work of employees.

Likewise, occupation wise factors that motivate most managers and ordinary employees are 'I experience a sense of superiority in doing my job, transport support is available here, we have an enjoyable working environment here and there are clearly required here and followed by flexible working hours are observed, there is overall job security here and I like to undertake the thing I perform at work with mean value of 5.0, 5.0, 5.0, 5.0, 3.85, 4.33 and 4.50 respectively. Alternatively, for

ordinary employees' greatest motivation to work is realized from statements I like doing the thing I do at work, there is overall job security here, I experience a sense of superiority in doing my job, and there is clear job requirement here, having scored a mean of 4.225, 4.225, 4.05 and 4.0 respectively.

4.4.3 Objective Two: To Find out the Impact of Employee Recognition and Empowerment on Organization Performance

Employee recognition has various ways to appreciate, the notable ones include salutation for excellent performance, attach a word of thanks to their pay envelope, accept individual signs of creativity and innovations, workforce assembly outside the office for celebrating achievement, extremely pleasure for coming up with new ideas, holding celebrations for accomplishment, arranging frequent competition and other team building activities etc. However, few important matters should be kept in mind when recognizing employees such as equal credit for all, recognize immediately after they deserve it, exaggeration is unforeseen (McConnell, 2006).

From the table below, the research study marked "Empowerment and Recognition" as one of the constructs to have an influence on the VRM's staff's enthusiasm ranking second (Table 4.3) under the overall position list of stimulus factors for overall plus ordinary employees. Likewise, pay and benefits ranked second for managers."

The study findings considered the way of certain events in connection to empowerment and recognition have an effect on their stimulus. Result (Table 4.5) puts forward that "We receive informal praise and appreciation for better performance, performance appraisal is regularly practiced and management does

appreciate as employee come up with new and better ideas." encompass a noteworthy consequence on their motivation (mean values are 4.76, 4.37 and 4.17 respectively).

Notwithstanding, issue like, "the management is encouraging and allowing employees to take personal responsibility" influence motivation managers as well for ordinary employees. " We get easy admire and thanks for enhanced performance, performance appraisal is regularly, management does be grateful for as employee come up with new and better ideas, there are annual partying whenever the company succeed and the management is heartening and letting workers to win individual accountability for managers while for ordinary employees "I receive informal praise and appreciation for better performance, management does appreciate as employee comes up with new and better ideas and performance appraisal is regularly.

Table 4.5: Employees Score by Statements and Occupation

	Empowerment and Recognition	Overall	Managers	Ordinary employee
SN	Statement	Mean	Mean	Mean
1.	The management is encouraging and allowing employees to take personal responsibility	3.570	4.500	3.425
2.	Managers do delegate authority to each employee with respect to job practice and methods	2.520	3.000	2.450
3.	Employees are involved within the organization irrespective of their position or ranks in the decision making process.	2.260	2.200	2.250
4.	Management does appreciate as employee come up with new and better ideas	4.170	4.670	4.100
5.	There are annual celebrations whenever the company succeeds	2.850	4.000	2.675
6.	We get easy admire and thanks for enhanced performance	4.760	5.000	4.725
7.	Performance appraisal is regularly practiced.	4.390	5.000	4.000
	Composite mean	23.652	28.370	24.52

Source: Research Findings Analysis, (2016)

From the Figure 4.4, it implies that employees are motivated by indicating a score above average mean of statements a score of 3.

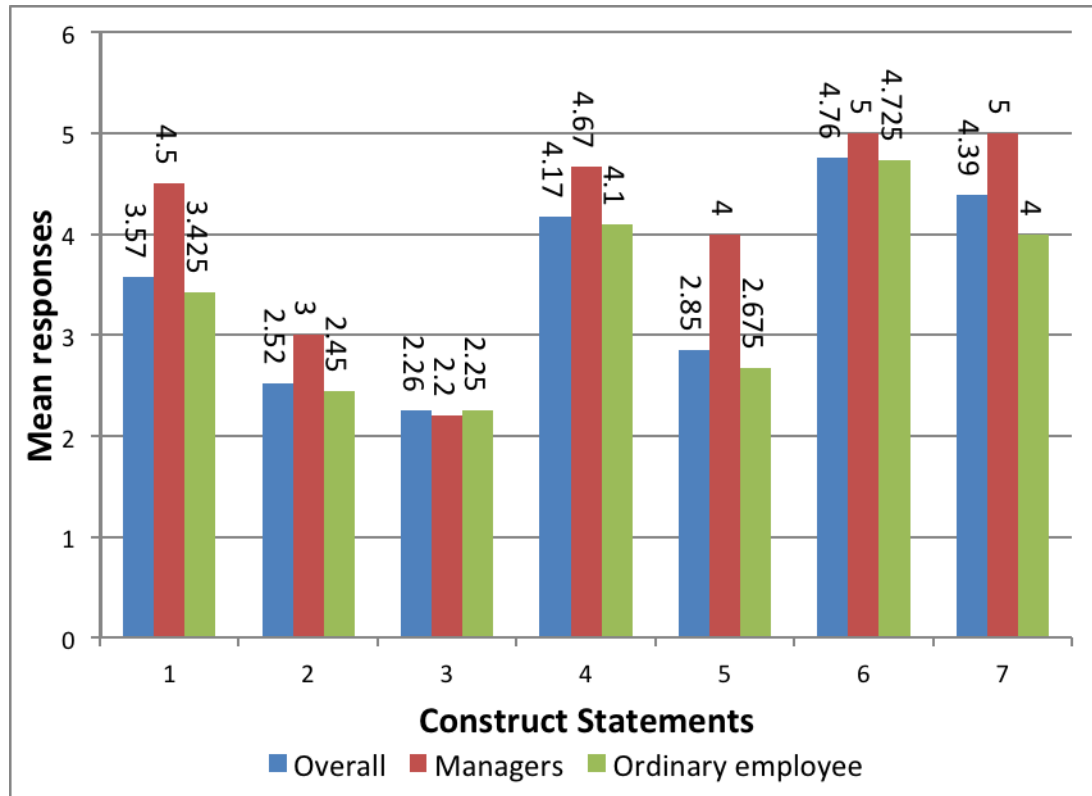


Figure 4.4: Employees Score by Statements

Source: Research Findings Analysis, (2016)

Motivation is realized from statements like” I receive informal praise and appreciation for better performance; Performance appraisal is regularly practiced; Management does appreciate as employee come up with new and better ideas, follow by the management is encouraging and allowing employees to take personal responsibility One the other hand statements indicating below 3 implied that they decreases employee motivation to work thus affecting negatively work performance.

In addition to the above factors like , ‘Performance appraisal is regularly practiced, Receive informal praise and appreciation for better performance, Management does

appreciate as employee come up with new and better ideas, with mean value 4.39, 4.76 and 4.17 respectively, " has an impact of increasing employee motivation. However, the statement "the management is encouraging and allowing employees to take personal responsibility "affect the employee motivation not as much of other factors, result suggests. Whereas sometimes managers do delegate authority to each employee with respect to job practice and methods", employees are involved within the organization irrespective of their position or ranks in the decision making and there are annual celebration whenever the company succeeds shows de-motivation to employees.

On the other hand occupation wise factors that motivate most managers are 'Performance appraisal is regularly practiced, Receive informal praise and appreciation for better performance, Management does appreciate as employee come up with new and better ideas, with a mean value of 5.0,5.0, 4.67,4.50,and 4.0 respectively. Alternatively, for ordinary employees' greatest motivation to work is realized from statements Receive informal praise and appreciation for better performance, Management does appreciate as employee come up with new and better ideas, and performance appraisal is regularly with a mean value of 4.725, 4.101 and 4.00 respectively.

4.4.4 Objective Three: To Investigate the Outcome of Employee Pay and Benefits on Organization Performance

Money is believed to be a magic potion used to solve most problems in real life. Money, consequently, is the mainly motivating aspect to all of us. It is a component of the entirety incentive package of an enterprise. Remuneration is considered to be

one of the key aspects influencing career choices (Lai, 2009). First-rate incentives, therefore, should give with the aim of being a magnet for and retaining qualified individual and motivating them to attain goals of the entity.

Table 4.6: Employees score by Statements and Occupation

	Pay and Benefits	Overall	Managers	Ordinary employee
SN	Statement	Mean	Mean	Mean
1.	I feel I am being paid a fair amount for the work I do	4.570	5.000	4.500
2.	Raises are too few and far between	1.740	2.000	2.000
3.	I feel unappreciated by the company when I think about what they pay me	1.720	2.000	1.675
4.	I feel satisfied with my chances for a salary increase	3.540	4.000	3.475
5.	I am not satisfied with the benefits package I receive	1.980	2.000	1.975
6.	The benefits package we receive is a good as most other organizations.	3.720	4.300	3.625
7.	Composite mean	19.10	32.13	19.140

Source: Research Findings Analysis, 2016

On the other hand, organization should not rely solely on salary, bonus or other monetary incentives motivate the diverse workforce due to the limitations it brings (Lai, 2009). "Pay and benefits", in this study, is marked as a slightest motivating factor (ranked 3) lies in the underneath of the general ranking list of motivating factors (Table 4.3). It is, still, not main influential aspect compared to others, having a superior effect on the individual's motivation, the research study noted.

This result substantiates Herzberg's two factor theory which states that payment and remuneration are the hygiene aspect which can avoid individual's dissatisfaction only, but do not necessarily inspire them. Nevertheless, career security is classified by Maslow as an essential need to pledge an employee protection. The study respondents' position different type of inducements influences their enthusiasm. Result (table4.6.) puts forward the factor "I feel I am being remunerated a reasonable amount for the job I do" does have a noteworthy consequence on the individual motivation followed by the aspect " the benefits package we get is a good compared to as most other business entities and I feel satisfied with my chances for salary increase"(ranked 1,2 and 3 respectively). The remaining factors within the construct, however, do little significantly affect the inspiration level of individuals and lies in the underneath of the listing. These are factors which identified by employees as the least ranked raises are too few and far between, there are benefits we do not have which we should have, I sense unrewarding by the company whilst I imagine about what they recompense me and I am not pleased with the remuneration package I get at VRM (Table 4.6).

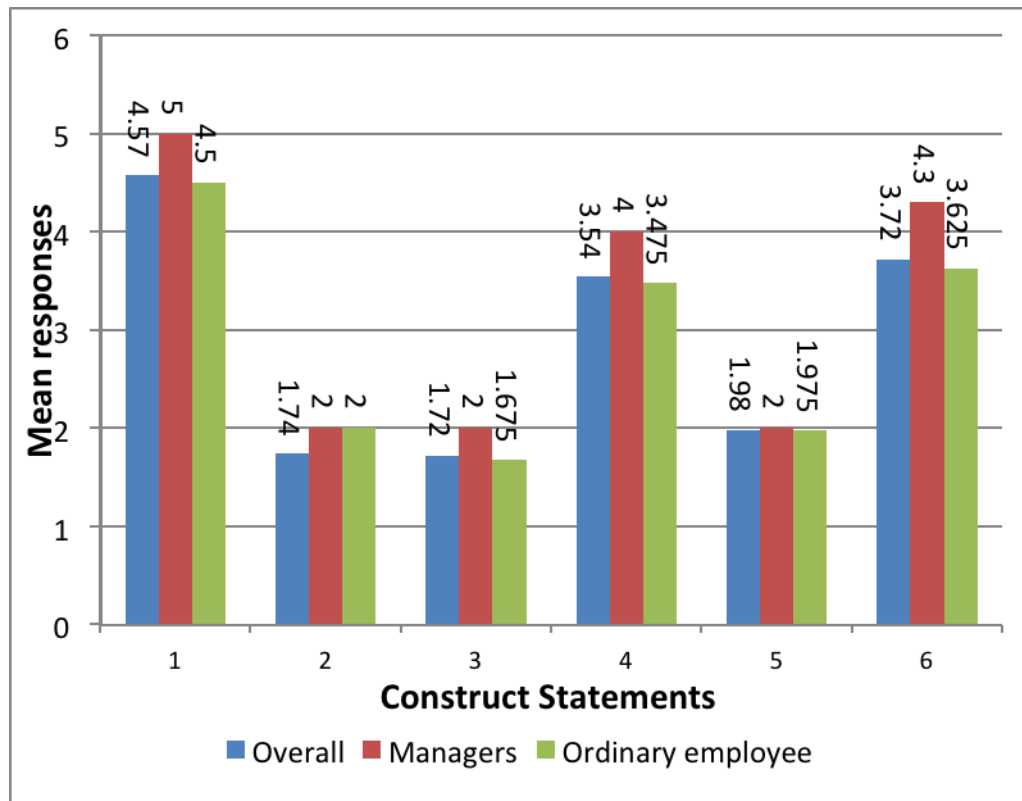


Figure 4.5: Motivation on Pay and Benefits Construct by Statements

Source: Research Findings Analysis, 2016

Figure 4.5 suggests that the factor "I feel I am being remunerated a reasonable amount for the job I do" have a crucial impact to the employees' motivation followed by the factor "I feel satisfied with my chances for salary increase" (ranked 1 and 2 in that order). The issue of "providing free meals" however, have little effect to employee motivation level, and lies last in the list. In addition, the factor identified by employees as the least ranked raise is too few and far between (Table 4.6).

On the other hand motivation for managers and ordinary employees tend to increase both on the factors of I feel I am being remunerated a reasonable amount for the job I do followed by "the benefits package we get is as good compared to most of other business entities with mean score 5.0, 4.30 and 4.5, 3.65 respectively.

4.5 Work Performance

Work performance construct was administered through seven statements. Both statements have exceeded the mean score statement wise of 3, that implies employee have performed exceedingly, as the work and its environment was convincing. Despite all statements exceeded the mean score, however, the greatest score was on statement “Customer focus is top priority with this company, for overall, and ordinary employee and for managers were almost all statements, except “There is a high extent of encouragement and support given to employees for the development and exploration of new ideas. Construct wise the score have exceeded a mean score of 21 indicating that they have performed than what as expected.

Table 4.7: Work Performance Constructs

SN	Statement	Overall	Manager	Ordinary employees
		Mean	Mean	Mean
1.	There is a strong emphasis on the amount of work done	4.300	5.000	4.390
2.	There is a strong commitment to the achievement of high quality standards of service	4.325	5.000	4.41
3.	A needed and full advantage is taken of recent development in techniques and technology	4.125	5.000	4.24
4.	There is a high extent of encouragement and support given to employees for the development and exploration of new ideas	4.325	4.662	4.37
5.	Commercially company addresses more directly the extent to which it focus solely on activities that benefits the bottom line i.e. profitability and return on capital	4.100	5.000	4.22
6.	Quality is a top priority with this company	4.120	5.000	4.24
7.	Customer focus is top priority with this company	4.450	5.000	4.52
	Composite mean	29.7	34.667	31.39

Source: Research Findings Analysis, (2016)

4.6 Motivation Attributes against Work Performance Results

In referring to Table 4.3 and 4.7 shows that motivation means score for an entire attribute is 69 where the score achieved from the study is 75 for overall, 100 for managers and 77 for ordinary employees. These achieved scores are higher than the expected of 69. This showed the respondents at VRM have been motivated and should give higher performance at work.

On the other hand work performance attribute Table 4.6, the mean score is supposed to be 21 while the calculated from the study are 32 for overall, 39 for managers and 33 for ordinary employees. It implied that there is improvement in work performance

In essence, this tells us that as the employees are motivated, the work performance has improved (score of 75 and 32 0) against (69 and 21) for motivation and work performance attributes.

4.7 Chapter Summary

The preceding sections under this chapter examined and reported the results obtained in the field of study. Firstly, the reliability and descriptive statistics of the measurement instruments were presented, preceded by a presentation of the study findings of the general information followed by the influence of motivational variables on the Work performance at VRM. Thereafter, the results pertaining to the various relationships between the work itself and the environment; empowerment and recognition; and pay and benefits to work performance presented. Chapter 5 provides a detailed discussion on the results presented in this chapter.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This section of the study concludes the major findings and recommendation. The study did assess the impact of employee motivation in relation to work performed in non public organizations in Tanzania , with emphasis to what kind of measures are in place to boost workers' drive to enhance individual and organizational performance. It involved understanding the relationship existed was positive or vice vesa and identifying alternative measures for improving the same. The essential supposition of the research study was whether workers motivation enhances good performance and the opposite is true, that is lack of it create dissatisfaction and the resulting poor performance. The study utilized various motivational theories, such as need-based, cognitive and drive, and reinforcement to build its research framework.

5.2 Chapter Overview

Employee motivation tends to be a determining factor of an organization to realize its mission, vision and uphold its values from theory to reality. A research study like this one is vehicle for managers and others to identify areas for improvement of an organization.

This research study, have identified and establish position from which private organization could put in place improvement mechanisms and plan to act upon. The information realized from the study will give assistance in determining opportunities

for organizational improvement. Category wise, two statements of the study got higher mean scores of motivation level

These statements show that, in general, employees at VRM are satisfied with the statement “work itself and environment, and empowerment and recognition. In contrary, workers felt 70 percent satisfaction on 15 statements, and also the overall motivation construct. The findings also enumerated various opportunities for VRM and other private organizations to work on plans of action after identifying specific targets

5.3 Conclusion by Objectives

Recognition and empowerment are important drivers in spearheading worker motivation in an effort of realizing organizational goals or tasks. Generally, an employee is not aggravated by big issues, but by small ones. Things like appreciation for what’s done, giving them, chances of participation in decision making, providing satisfaction internally with the job, providing an appropriate organizational environment and alike, are issues that incentivize an employee. With these enthusiasms and drive employee task enhancement increases.

The relationship between employee motivation and work performance has been identified by several scholars. For, instance Kalimullah (2010) (0.65), Rizwan (2010) ($r=0.13$, $p<0.05$), Reena (2009) ($r=0.92$, $p<0.01$) and Salman (2010) (0.251). Thus, it therefore, one can conclude that employee recognition and appreciation play an important part in enhancing individual and work performance satisfaction, which prompt employee dedication.

The same results of positivity between empowerment and motivation, that drive fulfillment of the firm's task or goals was also defined by Reena (2009), Mani (2010) and Smith (2001).

5.3.1 Objective on Work itself and Environment

The research study has revealed that, in general motivation of employees at VRM is good for both categories of overall, managers and ordinary employees. The means score for these constructs are 32.55, 39.63 and 33.45 respectively. They are higher than theoretical mean scores of the construct of 27.00. The enhanced motivation has resulted in better work performance.

The study shows that the two items that demotivate employees at VRM in both occupations, i.e. managers and ordinary employees are "I from time to time sense my job is worthless and the management involves employee in decisions making. "This, therefore pose a setback to good work performance.

On the other hand, managers' and ordinary employees, their greatest motivators were on statements "I feel a sense of superiority in doing my job; transport support is available here, we have an enjoyable working environment here and there are clear job requirements here" and "I like to undertake the thing I perform at work, I experience a sense of superiority in doing my job, and there is overall job security here respectively.

5.3.2 Objective on Empowerment and Recognition

Recognition and empowerment play an essential part in enhancing employee motivation towards organizational tasks. By appreciating the employees for their

work done and giving them participation in decision making, internal satisfies them with their job, organization and organizational environment. Thus, their enthusiasm and motivation towards accomplishment of tasks increases.

Employee recognition and employee motivation towards organizational tasks have a positive relationship between them as exhibited by the empirical studies conducted by Kalimullah (2010) (0.65), Rizwan (2010) ($r=0.13, p<0.05$), Reena (2009) ($r=0.92, p<0.01$) and Salman (2010) (0.251). Thus, it is concluded that appreciation and recognition of employees and employees' task fulfillment stimulate them towards working with more energy and dedication to the organization.

Employee empowerment and employee motivation towards organizational tasks have also direct and positive relationship between them as shown by the studies conducted by Reena (2009), Mani (2010) and Smith (2001).

5.3.3 Objective on Pay and Benefits

Good incentives, therefore, should provide with the aim of attracting and retaining qualified people and motivating them to achieve goals of the organization. However, organization should not rely solely on pay and benefits (salary, bonus or other monetary and nonmonetary) incentives to motivate the diverse workforce due to the limitations it brings (Lai, 2009). "Pay and benefits", in this study, is indicated to be as a low ranked motivating factor (3rd ranked) on statements "raise are too few and far between, I feel unappreciated by the company when I think about what they pay me and I am not satisfied with the benefits package I receive" lies in the bottom of the overall ranking list of motivating factors.

This result substantiates Herzberg's two factor theories which state that salary and benefits are the hygiene factor which can prevent employee's dissatisfaction only but do not necessarily motivate them. However, job security is classified by Maslow as a basic need to guarantee an employee's safety. The sample respondents graded how different kind of incentives affects their motivation. Result (Table 4.6) suggests that the factor "I feel I am being remunerated a reasonable amount for the job I do followed by " the benefits package we get is as good compared to most of other business entities and " I feel satisfied with my chances for salary increase' does have a significant effect on the employee's motivation" (ranked 1,2 and 3 respectively).

5.4 Recommendations

The above argument shows that mainly on the hygiene or sanitation factors such as working situation, work security, sense of smugness, transport assistance, working surroundings, understandable requirement, job performance appraisal, work itself, congratulations and appreciation, personal accountability, reimbursement, benefit pack up and possibly for salary raise have been met and for that reason the plans made to motivate employees by the management have succeed. This ending remark is made on the grounds made by Herzberg that is in order to motivate workers need to have hygiene factors in place as a baseline and then the motivators. Lack of hygiene factors at baseline the organization will not possible to achieve the intended results.

Contrary, one of the hygiene factors, that is pay has not been met and this therefore implies that pay in VRM has not been satisfying employees, thus acting as a big hindrance to employee motivation. Also, there is uncertainty that despite the other

hygiene factors met by VRM management, but how employees could drive motivation in absentia of this factor.

Therefore, creates a dilemma as to whether the hygiene factors are sufficient enough to create a solid baseline that can have a solid impact on the motivators. The study has shown that there is some success in the use of intrinsic motivators and extrinsic motivators to improve performance at the VRM. On the other hand, the wrapping up is not definite as there are issues unclear, despite the research end remarks indicate almost the hygiene issues have been met to allow motivation of workers at the VRM to be achieved and hence boost the performance.

Following above, specific recommendations are

- (i) VRM should ensure that intrinsic and extrinsic rewards should be related to specific preferences Herzberg's theory, elucidate that jobs connected factors only prevent dissatisfaction, therefore, called hygiene factors, which are associated with individual preferences.
- (ii) VRM should be conducting motivation or job satisfaction survey annual to understand their employee need, expectation and alike.
- (iii) VRM should evaluate current payment systems with respect to the strength of pay-performance relationships. Although most non-public employees are apparently paid on the basis of merit, examination of most companies' pay systems reveals little differentiation in rising between average and superior performers as evidence by the response to the question, "The roses are too few and far between. Pay-performance contingencies are generally limited by such

practices as setting job grade ceilings and paying for no merit considerations (e.g., external equity adjustments or matching competing offers) out of the “merit” pay budget. Similarly, pay-performance contingencies should also be evaluated at the supra-individual level:

- (iv) The programs existing, are gaining or profit sharing, and which one VRM follows? If one of them, are the payouts large enough, immediate enough, or frequent enough to make a difference to how hard people are willing to work? (For example, deferred profit-sharing plans that are designed as substitutes for defined benefit pensions are unlikely to have a motivational effect.)
- (v) At last, look at how intimately pay-increase budgets reflect changes in business entity performance levels. Many employees have become quite used to being told that the annual increase budget will be very modest due to limited ability to pay (i.e., lower corporate profitability). However, the reverse is often not true, with raise pools remaining modest, even in years of high profitability and the remaining money being allocated elsewhere.
- (vi) VRM to examine the movement of the senior management pay and rates and those of ordinary employees, whether are moving in the same direction
- (a) The experience of 30 years of the past shows that most organizations reveals that the relation between the top management and non management recompense has greater than before to a very considerable degree in favour of top management.

- (b) The difference in earnings between management and ordinary employees has existed for several decades (Shulman, 2003), and top-heavy increases in managerial pay in the face of poor organizational performance (Samuelson 2003 and Useem, 2003). As how individual perceive about the pay received is a result of comparative processes, and organizations with the wide discrepancy between management and normal employee pay practice organizations are likely to be populated with workers keenly in anticipation of opportunities to move to other organizations.
- (vii) VRM should evaluate the Effectiveness of Compensation Systems. The principle governing the way an organization examines the effectiveness of their compensation policy, and practices are and narrated in preceding sections, it's therefore prudent for VRM to pathway individual employee behaviours and attitudes. On the behavioural area, the three results that are likely to be strongly affected by compensation ways are: attraction, retention, and performance. Each of these outcomes must be intimately monitored to notice inconvenience with the compensation system.

5.5 Limitation of the Study

There is a limitation in our empirical study that might limit the external validity of our results and findings cannot be generalized due to the fact of purposeful sampling. The survey population is not sufficient to draw precise conclusions for other private sector organizations leave alone risk venture organizations in Tanzania. As, population in the sample comes from a specific type of industry (i.e. risk

management industry), it may not be truly representative of the population in other industries and therefore would be problematic to generalize the results of the study. However, the study is relevant in understanding the situation of private sector organizations in Tanzania with regards to the effectiveness of motivational factors.

5.6 Policy Recommendation

As explained in the foregoing section in this study, policy for the private sector is not evidently present, however, they are referring to the same labour market, therefore private sector should be planning their motivation scheme in regard to what public sector intend to do through their policies.

5.7 Areas for Further Studies

This research was a case study whereby only one organization was studied and its findings generalized to all private sector organizations. There is a need of conducting a study which will involve more than one organization in order to get results which will indicate situations on different organizations.

Researchers should continue to seek the areas for improvement facing business entities like technological progress, globalization, downsizing in a form of retrenchments that cause lying down of employees go away the organization with a doubtful prospect. This is because in today's environment, business entities hesitant to guarantee long lasting employment for their staff employed as before. Therefore, it's imperative for researchers to go ahead with conducting employee surveys in an effort to know what motivates most employees to go further miles for their extended service to the business firm.

5.8 Chapter Summary

This chapter summarizes the major findings generated from the study. It started by providing an overview of research studies, aims and techniques used by researchers. It facilitated for researchers to give several recommendations to VRM, human resources professionals, policy makers from both government and private sectors.

The study wanted to understand the way employee motivation influence the work and working surroundings and finally to organization performance. Therefore the study investigated the influence of motivation interim of work itself and its environment, empowerment and recognition, and pay and benefits to work performance.

The study findings indicate to align with a number of previous research findings and motivational theories. However few of the findings do not support. The result has shown work itself and its environment influence much to work performance related to need based theories and reinforcement theories. On the other hand empowerment and recognition, pay and benefits has less influence to work performance except to manager category related to Equity theory and expectancy theory.

The significance of the study on motivation, acknowledged, Limitations of the study were also provided. It ended by proposing a related area for further studies.

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APPENDICES

Appendix 1: Sample Research Questionnaire

Instruction

Mrs. Furaha.B. Manyenga is a student of MBA at Open University of Dar Es Salaam, Faculty of Business Management and Administration. She is conducting a research in the area of organizational psychology. The research is about the impact of the employee motivation on work performance in private organizations, case study of Venture Risk Management in Dar Es Salaam Region.

We have identified a number of employees one of them is you to assist in getting important information. Please we urge you to take action to respond and complete questions in the questionnaire truthfully. We assure you that the information and your identity will be strictly confidential and will be used for academic purposes merely.

Set up of the questionnaire

The questionnaire is divided into two main areas, namely Motivation Attributes and Work Performance Attribute. Each of these Attributes is subdivided three Constructs namely “Work itself and Environment; Empowerment and Recognition; and Pay and Benefits of Motivation attribute with a total of twenty statements. While Work Performance one Construct with five statements.

Specific Questions

Please use the scoring guide provided and places a tick (V) or a cycle in the relevant box, according to your level of motivation/satisfaction. Each can be given any scores 1 to 5 and it does not matter if it happens that the same scores have been attached to more than one statement.

For motivation attribute the scoring guide is;

- 1 To the highest degree lessens my drive to work.
- 2 Have a tendency to lessen my drive to work.
- 3 Has no effect on my drive to work
- 4 Have a tendency to boost my motivation to work
- 5 To the highest degree boost my drive to work

On the other hand, for Work Performance the scoring guide is;

1. Strongly Disagree
2. Disagree
3. Neither Disagree or Agree
4. Agree
5. Strongly Agree

1.4 Demographic and Personal Information:

Name of Organisation:.....

Department:.....

Position:.....

Age:.....

Gender:.....

Duration of Employment:.....

Specific for Objectives

Objective on Work itself and environment

1 I from time to time sense my job is worthless

1	2	3	4	5
---	---	---	---	---

2 I like undertaking the things I perform at work

1	2	3	4	5
---	---	---	---	---

3 I experience a sense of superiority in doing my job

1	2	3	4	5
---	---	---	---	---

4 There is overall job security here.

1	2	3	4	5
---	---	---	---	---

5 Transport support is available here.

1	2	3	4	5
---	---	---	---	---

6 Flexible working hours are observed.

1	2	3	4	5
---	---	---	---	---

7 The management involve employees in decisions making

1	2	3	4	5
---	---	---	---	---

8 We have an enjoyable working environment here

1	2	3	4	5
---	---	---	---	---

9 There are clear job requirements here

1	2	3	4	5
---	---	---	---	---

Objective on Empowerment and Recognition

- 1 The Management is encouraging and allowing employee to take personal responsibility

1	2	3	4	5
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- 2 Managers do delegate authority to each staff regarding work practice and techniques.

1	2	3	4	5
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- 3 Employees are involved in the business entity regardless of their occupation or ranks in the decision making

1	2	3	4	5
---	---	---	---	---

- 4 Management does appreciate as employee come up with new and better ideas

1	2	3	4	5
---	---	---	---	---

- 5 There are annual celebrations whenever the company succeed

1	2	3	4	5
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- 6 Employee receive informal praise and appreciation for better performance

1	2	3	4	5
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- 7 Staff performance appraisal is evaluated fairly here

1	2	3	4	5
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Objective on Pay and Benefits

- 1 I feel I am being remunerated a reasonable amount for the job I do

1	2	3	4	5
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2 Raises are too few and far between

1	2	3	4	5
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3 I feel unappreciated by the company when I think about what they pay me

1	2	3	4	5
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4 I feel satisfied with my chances for salary increase

1	2	3	4	5
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5 I am not satisfied with the benefits package I receive

1	2	3	4	5
---	---	---	---	---

6 The benefits package we get is a good compared to as most other business entities.

1	2	3	4	5
---	---	---	---	---

7 The benefits package we have is equitable

1	2	3	4	5
---	---	---	---	---

8 There are benefits we do not have which we should have

1	2	3	4	5
---	---	---	---	---

Work Performance

1 There is a strong emphasis on the amount of work done

1	2	3	4	5
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2 There is a strong commitment to the achievement of high quality standards of service

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- 3 A needed and full advantage is taken of recent development in techniques and technology

1	2	3	4	5
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- 4 There is a high extent of encouragement and support given to employees for the development and exploration of new ideas

1	2	3	4	5
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- 5 Commercially, company address more directly the extent to which it focus solely on activities that benefits the bottom line i.e. profitability and return on capital

1	2	3	4	5
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- 6 Quality is ranked first in and with this company

1	2	3	4	5
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- 7 Customer focus is top priority with this company

1	2	3	4	5
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S/NO	Activity description	Cost (TShs.)	Appendix 2: Research Budget
i.	Data collection	750,000/-	
ii.	Internet services	140,000/-	
iii.	Stationary	335,000/-	
iv.	Meals during data collection	750,000/-	
v.	Transport to the area of studying	150,000/-	
	Total	2,025,000/=	

Appendix 3: Permission Letter

