

**THE IMPACT OF MOTIVATION ON THE EMPLOYEES  
PERFORMANCE: A CASE STUDY OF RABININSIA MEMORIAL  
HOSPITAL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN  
RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2019**

**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 Motivation on the Employees Performance: A Case Study of Rabininsia Memorial Hospital” in partial fulfillment of the requirements for the Degree of Master in Human Resource Management of the Open University of Tanzania

.....  
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(Supervisor)

.....  
Date

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**DECLARATION**

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

.....

Signature

.....

Date

**DEDICATION**

With sincere love this work is dedicated to Rabininsia Memorial Hospital and family without their patience, understanding, support and most of all love the completion of this work would not have been possible.

## **ACKNOWLEDGEMENT**

This work has been assisted by a number of people. It is not possible to acknowledge all the people who assisted me throughout the entire writing of this dissertation. However, I would thank first and foremost the almighty God for his guidance and protection throughout my studies.

In a special way, to thank Rabininsia Memorial Hospital for support and guidance throughout my entire studies, family members for always keeping me prayed up! I am grateful to my supervisor Dr. Salvio Macha who guided me from the proposal stage up to the final report writing. His invaluable patience, encouraging guidance and moral support helped me to accomplish the study.

My sincere thanks should go to all lecturers who gave me knowledge for the entire period of my study. Similarly, I would like to pay particular appreciation to all staff of Rabininsia Memorial Hospital for their sincere cooperation during the collection of data.

## **ABSTRACT**

This study aimed at assessing the impact of motivation on the employees' performance in private hospitals with four specific objectives using the Rabininsia Memorial Hospital 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 interview method to collect data with questionnaires being the key method. Questionnaires were administered from the staffs of Rabininsia Memorial Hospital. A total of eighty (80) respondents were used as sample for this study. Relevant findings have indicated that employees are motivated by comparing their performance. The study revealed that salaries/incentives were found to be highly preferable in attracting, retaining and motivating employees and enhancing their performance. While it was also revealed that the RMH provides sufficient fringe benefits as a means of motivating employees' performance. Nevertheless the study reveals that RMH does not provide sufficient promotional benefits that enhance the performance of employees. It was discovered that reward is more effective motivating technique when it is directly linked with performance. Lastly, the study recommended that it should be taken into consideration by the management that extrinsic motivational factors such as salaries/incentives, job security, fringe benefit, promotional benefits and good working environment have a noteworthy impact on motivating employees to perform their duties and responsibilities assigned from their respective departments.

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**LIST OF ABBREVIATIONS**

HRM	Human Resources Management
RMH	Rabininsia Memorial Hospital

## **CHAPTER ONE**

### **AN OVERVIEW OF THE STUDY**

#### **1.1 Introduction**

This chapter is the introductory part of the study, which provides the general background to the study, statement of the problem, objectives of the study, research questions, significance of the study, scope of the study and organization of the research report.

#### **1.2 Background of the study**

Employee motivation is considered as a force that drives the employees toward attaining specific goals and objectives of the organization. Now days, it is one of the flaming issue in organizations since every organization wants to make best use of their financial and human resources (Shahzadi et al., 2014). Employee motivation is very important for organizations, as every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources. It results into increase in productivity, reducing cost of operations, and improving overall efficiency (Dobre, 2013).

In Africa, health workers face a hierarchy of motivations or disincentives generated by the work they do, the way they are paid, and the organizational and system context in which they work. Motivational packages are generally designed to encourage providers to furnish specific services, encourage cost containment, support staff recruitment and retention; enhance productivity and the quality of

services, and allow for effective management (Franco, et al., 2002; Franco & Haase, 2010).

Gardan, et al., (2015) provided an insight regarded employees motivation as applied in the health service care organization and observed that motivating employees in the medical field will have particularities determined on one hand by the specific of healthcare services in relation with other services or human activities types and on the other hand by the relationships established between employees and between those and the consumers of healthcare services. The social dimension of healthcare services, the complexity of the benefits associated with these services, the complexity of the skills required to practice in the field determines a complex of needs and processes specific for the hospital employees. Thus, identifying motivations, the job satisfaction will be the results of a specific process. Specialists have tried to identify to what extent, in the context of this personnel category motivation, the motivating factors are mainly put in the extrinsic or intrinsic motivation zone or a combination of the both. Studies have revealed that motivational mechanism can vary across personnel types and because of the socio cultural environment. Also, motivation can be influenced by the size of healthcare institution referred (Dieleman, *et al.*, 2003).

The performances which are representing a group of factors referring to the intrinsic nature ones have been the main motivators for both subgroups of all employees including nurses and doctors. Thus the delegation of authority, recognition of personal efforts, promotion opportunities and increasing complexity of the job must be a part of the hospital's human resources strategy. Also, the study revealed the

great importance given to the income related factors. However, non-financial factors were also revealed as being important, by other researches cited by the authors in the context (Lambrou, et al., 2010). The concept of staff motivation represents a complex notion, which takes into account the amount of factors that are triggering certain behavior, and the ability to measure the intensity of a constant effort made by a person in order to achieve a specific goal (Gardan, et al., 2015).

According to a study conducted by Grant (2008), motivation imposes employee outcomes for instance performance and productivity. The researcher also established that motivated employees are more oriented towards autonomy and are more self-driven in contrast to less motivated employees. Further, motivated employees are highly engaged and involved in their work and jobs and are more willing to take responsibilities (Dysvik & Kuvaas, 2013). Organizations in this dynamic globalized world are continuously trying to develop and motivate their employees to help achieve enhanced performance with various Human Resource applications and practices (Owoyemi & Ekwoaba, 2014).

Motivation is fundamentally meant to facilitate behavioral alteration. It is a force that enables an individual to act in the direction of a particular objective. According to the study of Grant (2008) held on employee motivation; motivation forced such result as productivity, performance and persistence (Grant, 2008). According to the studies of (Ryan and Deci, 2000; as cited in Grant, 2008); motivated employees are more oriented towards autonomy and freedom and are more self driven as compared to less motivated employees which lead to availing developmental opportunities more correctly. Similarly employee commitment with their work and jobs is more, if

they are motivated as compared to less motivated employees (Vallerand & Ratelle, 2000; Vansteenkiste, *et al.*, 2007).

In spite of enormous research, basic as well as applied, the subject of motivation is not clearly understood and more often than not poorly practiced. To understand motivation, one must understand human nature itself. And there lies the problem! Human nature can be very simple, yet very complex too. An understanding and appreciation of this is a prerequisite to effective employee motivation in the workplace and therefore effective management and leadership. All organizations encounter the issue of motivation whether they are in the public or a private sector. Organizations in both the public and private sectors have objectives, which can only be achieved by going through the right direction and stimulating the employees to get the desired result through the process of motivation (Chintaloo & Mahadeo, 2013).

The concept of motivation is used to explain the distinction between employees, which have the same talents, abilities and opportunities to do their jobs in a similar organization and are under the same employment conditions and with the same facilities, but demonstrate different performances. Employees who have high work motivations keep on trying to get more promotion, and since they are constantly seeking better ways to carry out their duties and responsibilities, they will be promoted faster. These employees perform their jobs in such a manner that the jobs are required to be done with relatively more efforts, so they can try more to play the role for which they are asked (Azar & Shafiqhi, 2013).

### **1.3 Statement of the Problem**

In all human organizations, it is motivation that strengthens, directs, and sustains human behavior (Vohs, 2013; Dartey-Baah & Amoako, 2011). An important addition to these definitions is that motivation may be influenced by factors that are intrinsic or extrinsic to the individual. However, since intrinsic factors are relatively hard to define, emphasis is often placed on the extrinsic factors, which include the ability of managers to satisfy an employee's needs. The sections below explain both intrinsic and extrinsic forms of motivation.

Intrinsic motivation is driven by an interest or enjoyment in the task itself and exists within the individual rather than relying on any external pressure. Intrinsic motivation is the motivation to do or act in one's own interests or simply for the enjoyment of the activity itself (Olu, 2007). Robbins describes it as the desire to work on something that is interesting, challenging, satisfying, exciting, or involving. Social and educational psychologists have studied intrinsic motivation since the early 1970s (Aduo-Adjei, *et al*, 2016).

Intrinsic motivation is the innate and natural propensity to engage an individual's interests and exercise an individual's skills and capabilities, and, in so doing, to look for and achieve optimal opportunities and challenges (Thomas et al., 2014). This motivation comes from internal tendencies and can direct and motivate behavior without the presence of constraints or rewards. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, coercion, and the threat of punishment. Competition is, in general, extrinsic, because it encourages the performer to win and beat others, not to enjoy the intrinsic

rewards of the activity. A crowd cheering for an individual and trophies are also extrinsic incentives. Extrinsic motivation refers to performing an activity with a feeling of being pressured; tension, or anxiety to make sure that one achieves the desired result (Amabile, 1993).

Extrinsic motivation was defined as the motivation to do something to make sure that some external goal is attained or that some external imposed constraint is met. Extrinsically-motivated behaviors are actions that cause the attainment of rewards that are externally imposed, including material possessions, salary, added bonuses, positive feedback and evaluations from others, fringe benefits, and prestige (Lindenberg, 2001; Deci & Ryan, 2000). Socio-psychological research has indicated that extrinsic rewards can lead to over-justification and a subsequent reduction in intrinsic motivation. It is obvious that in today's competitive market environment, human resource has become one of the primary resources for business development. Motivating an employee successfully has become one of the core catalysts for human resource competition (Tong, 2013).

Motivating employees is a challenge and keeping employees motivated an even greater challenge (Levy, 2013). Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George and Jones, 2013). Employee motivation affects productivity and a poorly motivated labor force will be costly to the organization in terms of lower productivity and performance, excessive staff turnover, increased expenses, frequent absenteeism and a negative effect on the



morale of colleagues (Jobber and Lee, 2014). It is a well-known fact that the success of an organization largely depends on the quality of its human resource, irrespective of the industry within which it operates (Deci, 2013). It is with this in mind that leaders and managers must strive to ensure that their workforce is motivated and therefore productive.

Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behavior management (Nelson, 2013). Human Resource Management always has a task of choosing carefully on approach which suits best while motivating employees as this concept of “motivation” vary from one employee to another (Boxall & Purcell, 2011). Motivation could lead to high performance and the opposite is true. Managers are continually challenged to motivate a workforce to do two things. The first challenge is to motivate employees to work toward helping the organization achieve its goals. The second is to motivate employees to work toward achieving their own personal goals.

Meeting the needs and achieving the goals of both the employer and the employee is often difficult for managers in all types of organizations. In health care, however, this is often more difficult, in part as a result of the complexity of healthcare organizations, but also as a function of the wide array of employees who are employed by or work collaboratively with healthcare providers in delivering and paying for care. The types of workers run the gamut from highly trained and highly skilled technical and clinical staff members to relatively unskilled workers. To be successful, healthcare managers need to be able to manage and motivate this wide

array of employees.

Despite the extensive review of literature on the impact of motivation on the employees' performance, yet the studies on the impact of motivation on the employees' performance particularly on the private hospitals in Tanzania are limited in number. However this has become a major challenge of management in recent years and therefore is identified as the gap in knowledge in the body of literature. This study therefore would contribute in filling the identified gap by assessing the impact of motivation on the employees' performance in the context of private hospitals while considering Rabininsia Memorial Hospital as a case study area.

#### **1.4 Research Objectives**

This study was guided by the following objectives:

##### **1.4.1 Main Objective**

The general objective of this study is to assess the impact of motivation on the employees' performance at Rabininsia Memorial Hospital.

##### **1.4.2 Specific Objectives**

- i) To examine the extent in which intrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital.
- ii) To examine the extent in which extrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital.
- iii) To examine the extent in which motivational goal setting affects the employees' performance at Rabininsia Memorial Hospital.

- iv) To determine techniques used to motivate employees at Rabininsia Memorial Hospital.

### **1.5 Research Questions**

- i) To what extent intrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital?
- ii) To what extent extrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital?
- iii) To what extent motivational goal setting affects the employees' performance at Rabininsia Memorial Hospital?
- iv) What are the techniques used to motivate employees at Rabininsia Memorial Hospital?

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

The findings of this study would help the public at large to have a general understanding regarding the impact of motivation on the employees' performance, also through this study. The findings of this study would raise awareness pertaining the extent in which motivation factors affect the performance of employees private hospitals based in Tanzania. Similarly, the study would also benefit the management of Rabininsia Memorial Hospital on the way forward to improving employees' performance through the initiation of appropriate motivational techniques.

It is the researcher's expectation that this study would help to identify the impact of motivation on the employees' performance and examine the extent in which both intrinsic and extrinsic motivation factors affect the performance of employees in the

organization, and also complement similar researches undertaken and serve as a useful reference for academic purposes. The study would help managers understand and accept the concept of motivation in relation to employees performance and that with employees being motivated, there is much more to be gained in achieving organizational goals and objectives.

### **1.7 Scope of the Study**

The study was conducted only at the Rabininsia Memorial Hospital, Dar es Salaam region whereby the researcher obtained data from respondents belong to different departments.

### **1.8 Organization of the Research Report**

This is a plan on how a researcher organized the remaining part of the research report. The researcher discussed about literature review, which also covered conceptual definition, theoretical literature review, empirical literature review, research gap as well as conceptual and theoretical framework. In part three of research report, the researcher discussed about research methodology that demonstrated the map of the study area, sampling size, sampling techniques, methods of data collection, data processing and analysis, validity and reliability of the data instruments and ethical consideration. Chapter four presents and discusses the findings of the study while chapter five presents the summary, conclusion and recommendations of the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The review of literature is critical in any research work (Kombo and Tromp, 2006). This chapter presents and provides meanings of different concepts/variables, which were used in the study. It also provides the description of the variables, the measurement of the research variables, relationships among research variables and similar studies from different areas. The presentation of literature review enabled the researcher to come up with conceptual framework of the study.

#### **2.2 Definition of Key Terms**

##### **2.2.1 Motivation**

The term motivation is derived from the Latin word '*m\_o\_v\_e\_r\_e*' which means to move (Baron, et al, 2012). Certo (2016) describes motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013).

##### **2.2.2 Employees Motivation**

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Employee motivation is the most important task for the managers because employees are the assets of the company and company needs their effort to fulfill the organizational objectives. It is of a major concern for the company, even if the company is shrinking, they need to focus on the ways to motivate their employees (Shahzadi et al., 2014).

### **2.2.3 Employees Performance**

A continuous process for improving the performance of individuals by aligning actual performance with that desired organizational goal (Cole and Kelly, 2011).

### **2.2.4 Goal Setting**

A goal is the aim of an action or task that a person consciously desires to achieve or obtain (Locke and Latham, 2002). Goal setting is a motivational technique used extensively in organizations as a method of directing individuals' efforts at work and providing a standard against which performance can be assessed (Lunenburg, 2011). Since it was first researched five decades ago, goal-setting theory has been the most researched, utilized, and established theory of work motivation in the field of industrial and organizational psychology (Buchanan, 2012).

## **2.3 Theoretical Literature Review**

Theories of motivation stress different factors that contribute to job satisfaction. Both intrinsic and extrinsic motivated behaviour reflect the various theories that can be adopted in an attempt to understand motivation behaviour.

## **2.4 Theories Guiding the Study**

There have been numerous researches done on motivation and employee performance. Many scholars have postulated theories to try and understand what motivation is, and how it affects individuals (Fincham and Rhodes, 2015). This study was operationalized by both content theories of motivation and process theories of motivation as described below;

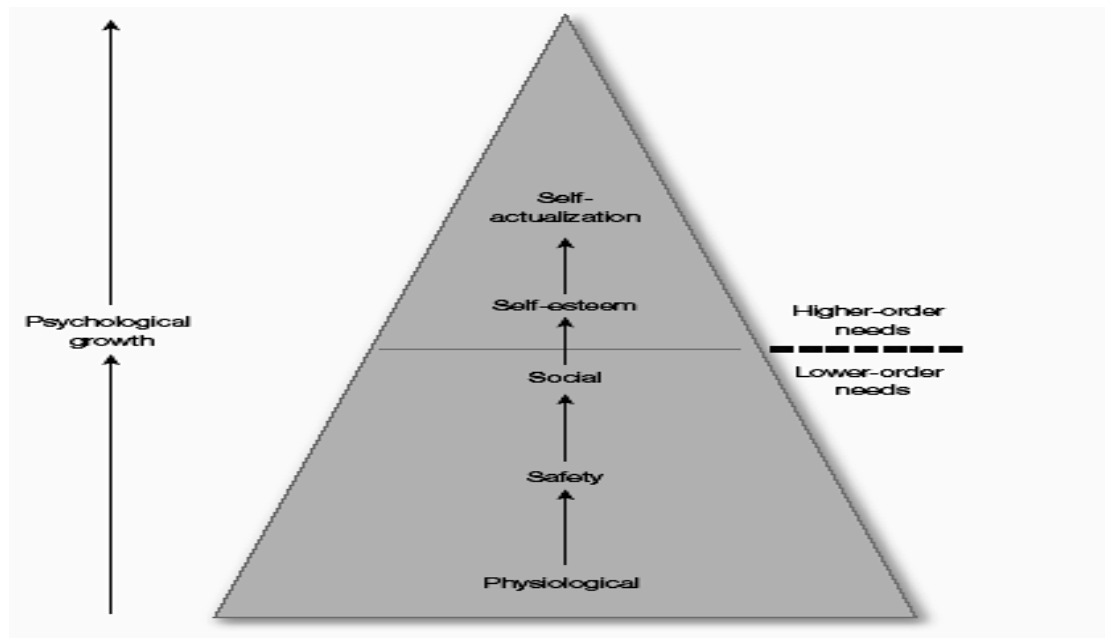
### 2.4.1 Content Theories of Motivation

These are group of theories about work motivation that focuses on employees needs as the sources of motivation. A need is a requirement for survival and well being and motivation of a person depends on the strength of their needs. This study will use two set of content theories of motivation including the Maslow's hierarchy of needs theory and Herzberg Two Factor theory. Maslow (1946) and Herzberg (1968) are content theorists who stress on the satisfaction of needs. Maslow (1946) and Herzberg (1968) theory focuses on the question of what arouses, sustains and regulates goal directed behaviour that is what particular things motivate people. There is the assumption that everyone responds in much the same way to motivating pressures and that there is, therefore one best way to motivate everybody and it focuses on the needs of an individual.

**Maslow's Hierarchy of Needs Theory:** 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 happens in a definite pecking order, where lower order needs have to be met before those of a higher order nature Gerow, *et al*, 2013). Maslow (1946) suggested that human needs are arranged in a series of levels, a hierarchy of importance, usually displayed in the form of a pyramid as shown 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:** Maslow (1946)

**Criticism for the Maslow's Hierarchy of Needs Theory:** Cianci and Gambrel (2003) reinforces these criticisms in the argument regarding this theory by contending that:

*“Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and intellectual needs of those raised in individualistic societies and those raised in collectivist societies. The needs and drives of those in individualistic societies tend to be more self-centered than those in collectivist societies, focusing on improvement of the self, with self-actualization being the apex of self-improvement. In collectivist societies, the needs of acceptance and community will outweigh the needs for freedom and individuality”.*



In an article by Gerow, et al., (2013) stated that, while Maslow's theory has its uses, most modern management experts and psychologists regard it with some suspicion. One obvious criticism is that the hierarchy does not take into account acts of selflessness, bravery, charity and heroism. 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 (Gagné & Deci, 2005). 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).

**Herzberg 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, (Meyer, *et al.*, 2004) viewed it as more of a work motivation rather than suggesting it to general workforce or personnel motivation theory.

The Herzberg theory states that factors, which cause job satisfaction, are the opposite of those that cause job dissatisfaction. Herzberg surveyed a group of accountants and engineers and came to the conclusion that employees are influenced by two factors, namely motivators and hygiene factors. Motivators, which include achievement, recognition, autonomy, and other intrinsic aspects, create job satisfaction when an individual is fulfilled (Herzberg, 2017).

According to Herzberg, motivators pertain to job content; they are intrinsic to the job itself and do not result from “carrot and stick incentives”. They comprise the physiological needs for growth and recognition. The absence of these factors does not prove highly dissatisfying, but when present, they build strong levels of motivation that result in good job performance. They are therefore called satisfiers or motivators. These factors include achievement, recognition, advancement, the work itself, the possibility of personal growth, and responsibility (Dartey-Baah & Amoako, 2011). 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 (Ramlall, 2004). Herzberg argues that, lower-order needs, or hygiene factors, are different from higher-order needs, or motivators.

**(i) Hygiene Factors**

According to the two factor theory, dissatisfaction results from the absence of hygiene factors which include salary and relationships with others, while satisfaction results from the presence of motivating factors such as job opportunities and recognition (Kinicki & Kreitner, 2016). A series of hygiene factors create dissatisfaction if individual perceive them inadequate or inequitable, yet individuals will not be significantly motivated if these factors are viewed as adequate or good. Hygiene factors are extrinsic and include factors such as salary or remuneration, job security, interpersonal relations, working conditions, technical supervision and company policies and administration. Herzberg maintains that, adding more hygiene

factors to the job is a very bad way to motivate because lower order needs are quickly satisfied (Kumar & Anjali, 2017).

Herzberg's hygiene factors create a suitable work environment, though they will not increase satisfaction. The hygiene factors are also referred to as the maintenance factors and comprise the physiological, safety, and amity needs from Maslow's hierarchy of needs. They are factors not directly related to the job but to the conditions that surround doing the job. They operate primarily to dissatisfy employees when they are not present (Mugasa, 2013). However, the presence of such conditions does not necessarily include these factors; company policy and administration, technical supervision, interpersonal relations with supervisor, interpersonal relations with peers and subordinates, salary, job security, personal life, work conditions and status.

Herzberg called the abovementioned factors "hygiene factors", since they are necessary to maintain a reasonable level of satisfaction but can also cause dissatisfaction. Hygiene factors are not direct motivators, but they are necessary to prevent dissatisfaction. At the same time, they serve as a starting point for motivation. However, improvements in these conditions do not create the necessary motivation (Vohs, *et al.*, 2013). For instance, low pay can cause job dissatisfaction, which will affect employees' performance on an assigned task. Hygiene factors are essential to ensuring that the work environment does not develop into a disgruntling situation. The basic assumption of Herzberg's two-actor theory indicates that the productivity of health workers on the job can be increased through worker satisfaction, and this comes from a variety of factors. For example, jobs should be

challenging enough so that nurses utilize their full ability, and workers who are successful should be given more responsibility. This theory serves as the basis for effective work performance by health workers.

**(ii) Motivators**

Motivator factors are based on individual's needs for personal growth. When they exist, motivator factors actively create job satisfaction. If they are effective, then can motivate an individual to achieve above average performance and effort. These motivators are intrinsic factors such as a sense of achievement, recognition, responsibility, personal, status, growth and the work itself (Locke & Latham, 2002). Motivators are those factors that provide a feeling of satisfaction at work and influence the way work is done in a company; for example, giving a person responsibility for a large task within an organization and providing that person with the necessary conditions will lead to his growth and advancement to higher-level tasks.

Motivators that are intrinsic are those factors that come from within an individual (Danish & Usman, 2010). These factors could be achievement, interest in the task, responsibility of a large task, growth, and advancement to higher levels. Herzberg (1954) further contends that, the core of motivator is the nature of job or task. Motivators will not be readily present unless the job itself is interesting, challenging and meaningful. Herzberg sees the solution to the motivation problem is the design of the job itself, so that motivator factors can take effect. He suggests three ways in which this could be done especially through job enrichment, job rotation and job enlargement. This theory is relating with this study in a sense that is popular with

managers. The theory gives a fair refined way of thinking satisfaction and dissatisfaction at drawing attention to all-important topics of job design as a way of providing condition, which are potential motivating.

**Criticism for the Herzberg Two Factor theory:** Malik and Naeem (2013) contended that, as it has been argued by Locke (1976) that Herzberg's two-factor theory overlooks situational variables. Herzberg in two-factor theory assumed a connection between satisfaction and productivity. The theory has failed to use a comprehensive measure to assess satisfaction whereby an employee may find his/her job satisfactory despite the fact that he/she may dislike part of his/her job. Also the theory is not free from prejudice, as two-factor theory is based on the normal Findings of employees when they are enquired the bases of satisfaction and dissatisfaction at work. They normally fault dissatisfaction on the external factors such as pay structure, and firm policies. Similarly, the employees give credit to themselves for the satisfaction factor at work.

#### **2.4.2 Process Theories of Motivation**

**Goal Setting Theory of Motivation:** Goal setting theory was developed inductively within industrial/organizational (I/O) psychology over a 25-year period, based on some 400 laboratory and field studies (Locke and Latham, 2002; 2006). Goal setting is a cognitive theory of motivation based on the premise that people have needs that can be thought of as specific outcomes or goals they hope to obtain (Locke and Latham, 1990). The theory started with the initial work on levels of aspiration developed by Kurt Lewin and has since been primarily developed by Dr. Edwin Locke, who began goal setting research in the 1960s (Redmond, 2015). Kurt Lewins'

early work on “level of aspiration” provided the foundation for the most researched and well-established theory of work motivation- goal-setting theory (Levy, 2013). Goal setting theory emphasizes the role of specific, challenging performance goals and workers’ commitment to those goals as key determinants of motivation (Newstrom, 2011).

Goal setting theory has guided the development of an immense body of empirical research about workplace motivation, and it is by far the dominant paradigm in the literature today (Kurose, 2013). According to Lunenberg (2011), goal setting is the underlying explanation for all major theories of work motivation whether that is Vroom’s VIE theory, Maslow’s Hierarchy of Needs theory, Herzberg’s motivation theory or Bandura’s social cognitive theory. Goal setting has also been identified as one of the most effective methods of changing behavior in the workplace (Skinner, 2010). Goal setting theory is a framework for understanding the relationships among motivation, behavior, and performance (Kurose, 2013). Managers generally accept goal setting as a means to enhance and sustain performance (Dubrin, 2012).

Locke and Latham's goal setting theory states that several conditions are particularly important in successful goal achievement. These include goal acceptance and commitment, goal specificity, goal difficulty, and feedback (Redmond, 2015). Goal-setting theory states that for employees to be motivated, goals must be clear, specific, attainable and whenever possible, quantified (Riggio, 2014). A goal is defined simply as what the individual is consciously trying to do (Lunenberg, 2011). Newstrom (2013) outlines goals as targets and objectives for future performance that help focus employees attention on items of greater importance to the organization,

encourage better planning for the allocation of critical resources (e.g. time money and energy), illustrate the value of persistent effort, and stimulate the preparation of action plans for goal attainment. Research on goal-setting has also stressed the importance of getting workers committed to goals, for without such commitment, it is unlikely that goal setting will be motivating (Riggio, 2014). Evidence suggests that if workers participate in goal setting, as opposed to having supervisors set the goals, there is increased motivation (Gomez-Mejia, *et al.*, 2015).

Criticisms of the goal setting theory: When two separate goals are set at the same time, exerting too much focus on one may make it difficult to achieve the other (Locke & Latham, 2004). This can be fixed by prioritizing separate goals or finding a balance between goals directly dealing with each other. It is more important to have well thought out goals than to have too many and not be able to follow through on any one goal (Gergen & Vanourek, 2009). Another limitation deals with goals and risks. Additionally, a limitation that can occur is commonly referred to as tunnel vision. This is when employees focus so intently on their goals that they will ignore other aspects of their job.

Also, not accounting for an individual's subconscious actions also provides weaknesses to the goal setting theory (Locke & Latham, 1979). This approach also does not account for actions motivated by the subconscious; as the goal-setting theory focuses on cognition with no regard to the subconscious. On occasion, an individual can do something without being aware of what is motivating them. Goal-setting theory focuses on how goals are related to job performance, but does not take into account the "why", and does not account for why setting goals is linked to

performance.

### **2.4.3 Factors Influencing Employees Motivation**

It is commonly agreed that there are two types of motivation, namely extrinsic and intrinsic. These forms of motivational factors can be described as follows;

**Intrinsic motivational factors:** Intrinsic motivation is that behavior which an individual produces because of the pleasant experiences associated with the behavior itself (Mosley, Pietri and Mosley Jnr, 2012). They stem from motivation that is characteristic of the job itself. Examples are receiving positive recognition, appreciation, a sense of achievement and meeting the challenge. According to Beer and Walton (2014), intrinsic rewards accrue from performing the task itself, and may include the satisfaction of accomplishment or a sense of influence.

**Extrinsic motivational factors:** Mosley, Pietri and Mosley (2012) describe extrinsic motivation as the behavior performed, not for its own sake, but for the consequences associated with it. Examples include salary, benefits and working conditions. Extrinsic rewards come from the organization as money, perquisites or promotions from supervisors and co-workers as recognition (Beer and Walton, 2014). Employees are motivated by a combination of both factors at any given point in time (Riggio, 2013).

### **2.4.4 Techniques for Motivating Employees**

Gupta, (2005), mentioned two main techniques used to motivate employees as explained below;



**Carrot and stick approach to motivation:** This technique is based upon the old belief that the best way to get work from a person is to put a reward (carrot) before him or to hold out the threat of punishment (stick). Carrot is the reward for working and stick is the punishment for not working. Under carrot and stick approach, employees who perform the task well are given rewards in the form of bonus, pay raise and promotion. While employees avoiding work (showing undesired behavior) are given punishment in the form of demotion, termination from service, transfer and to an unpleasant job. Employees who adopt this approach believe that a person seeks employment because he expects to earn money with the help of which he can satisfy the needs of himself and of his family.

He/she knows that if he/she does not perform his job satisfactorily he/she will lose his job. Stick pushes people to engage in positive behavior or to avoid negative behavior. Carrot and stick technique is, therefore a reward and punishment system for motivating employees. Steps, which may be taken to make the carrot and stick, technique more effective:

- a. Reward (carrot) is more effective motivator when it is directly linked with performance. Accurate and unbiased appraisal of performance consistent (equitable) reward structure and prompt payment of reward are also helpful in improving the effect of reward.
- b. Punishment (stick) is more effective if applied at the time when the undesirable behavior actually occurs.
- c. Punishment should be administered with extreme care so that it does not become a reward for undesirable behavior.

- d. Punishment should be used to modify the behavior and to force person to adopt desirable behavior, which is rewarded.
- e. The mixture of reward and punishment should be judiciously applied to reinforce desirable behavior patterns.

**Motivation through Job Enrichment:** Job enrichment is a non-financial technique of motivation. It is an outgrowth of Herzberg's two factor theory of motivation. It is based on the assumption that factors surrounding the work are not effective motivators of behavior. In order to motivate employees the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. Job enrichment is an attempt to design job in such a way as to build in the opportunity for achievement, recognition, responsibility and personal growth. It provides a worker greater autonomy and responsibility in carrying out a complete task and with timely feedback on his performance (Gupta, 2005).

Job enrichment involves designing jobs with variety of work content that requires a high level of knowledge and skill. It provides a meaningful work experience and greater responsibility for planning and controlling his/her own performance. It requires decentralization of decision-making authority to the worker. The task is redefined, restructured and broadened in scope and responsibility. The worker gets the freedom and discretion in scheduling his work (Gupta, 2005). Job enrichment is said to be a key to higher motivation and productivity. It removes the labor management distinction. It creates a self-managed job where the worker himself plans and controls his tasks. It offers job satisfaction in the whole man (Gupta, 2005).

## **2.5 Empirical Literature Review**

The topic will be arrived after a review of relevant empirical studies and other relevant work from theoretical literature. The review aims at linking this study with what has been researched so far by other researchers in order to identify the gaps that were not touched, and this study will concentrate on one or more of the identified gaps found from the following empirical literatures;

Ali, Bin, Piang and Ali (2016) the impact of motivation on the employee performance and job satisfaction in it park (software house) sector of Peshawar, Pakistan. In this study, motivation shows a crucial significant part in all private and public organizations. Organization cannot run and cannot attain their desire goals and objectives without motivating their employees. The main purpose of this research work was to find out the impact of motivation on employee performance and job satisfaction in IT Park (software house) sector of Peshawar, Pakistan. The data for current research study has been collected from distract Peshawar, Pakistan using structural questionnaire. The results from current study explores that motivation plays an important role toward the performance of employees and job satisfaction in the IT Park (software house) sector of Peshawar, Pakistan.

Azar and Shafighi (2013) conducted a study on the effect of work motivation on employees' job performance while taking a case study of employees of Isfahan Islamic revolution housing foundation. The study has been carried out for the purpose of measuring the effect of work motivation on job performance of employees in Islamic Revolution Housing Foundation, which has taken place in 2013. In this study, a sample containing 70 individuals was randomly selected

according to Morgan table among the statistic population of 85 employees in Islamic Revolution Housing Foundation.

Work motivation and job performance questionnaires were designed and the collected information were put into data analysis and hypothesis testing by using AMOS and SPSS software and the results show that the work motivation has a positive and significant effect on job performances of employees in Islamic Revolution Housing Foundation. The findings of the study revealed that motivation is one of important instruments in inducing employees to produce effective and efficient results, and to create a positive work environment and to successfully execute the anticipated programs.

Massudi (2013) conducted a study on the impact of employee motivation on job performance in banking sector while taking a case study of Tanzania Postal Bank. The main purpose of this study was to assess the impact of employee motivation on job performance in Tanzania banking sector. A qualitative case study methodology was used to interview key informants as well as questionnaires were distributed to the sample of 100 respondents from Tanzania Postal Bank Metropolitan branch and head office. The findings indicated that salary increment, promotion and recognition were important motivational factors for employees of Tanzania Postal Bank.

Majority of respondents sees money as what they worked for. The study observes that TPB does not offer any kind of housing loan scheme to its employees as well as customers since itself is a financial institution. The study recommends that managers and supervisors should avoid being bias when measuring employee's job

performance. Management of TPB should invest more on staff trainings. The study further recommends that the bank should provide/offer a housing loan scheme to its employees as one of motivating factor to their job performance. Moreover, the study recommends that in order to motivate and show consideration to its staffs the management should lower bank charges to its staffs transfer services. The bank cans also an updated performances measurement tools like Balance Score cards.

Waiyaki (2017) conducted a study on the Effect of Motivation on Employee Performance while taking a case of Pam Golding Properties Limited in Nairobi. The main purpose of this study was to examine the effect of motivation on the performance of employees using the case of Pam Golding Properties, Nairobi. A descriptive research design was adopted with Pam Golding Properties being the focus organization. The population of this study comprised of all the employees of Pam Golding Properties in Nairobi.

The study populace and sampling frame comprised of a list of all representatives that worked at Pam Golding Properties in Nairobi and was gotten from the Human Resources department. The census technique was used in the study to select the respondents from the list of employees provided by the human resource department in order to capture the entire population, thus, the sample size of the study was 50. The data collecting instrument that was used was a tailor-made structured questionnaire developed by the researcher, particularly for this study. The questionnaire made use of a five-point Likert scale to rate the importance of various motivational factors.

The research was analyzed using Statistical Package for Social Scientists (SPSS) version 24. The study revealed that the management of Pam Golding Properties partially used motivational goal-setting to motivate their employees. The management allowed the employees to be involved when setting goals, although they did not find them challenging or difficult at all, despite them being specific. The study also showed that there was a lack of regular training and development for the employees to improve their key skills and knowledge and this is an area that should be addressed.

Manyenga (2016) conducted a study on the Impact of Employee's Motivation on Work Performance in the Private Organizations in Tanzania while taking a case study of Venture Risk Management. 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.

Boamah (2014) conducted a study on the Effect of Motivation on Employees' Performance: empirical evidence from the Brong Ahafo Education Directorate. The motivation for the study was prompted by the low level of concentration on employee motivation as compared to the employees of other organizations which have caused an acute shortage of qualified teachers at the basic and 2nd cycle (Senior High School) level due to high migration to other sector (GNAT Report, 2013).

Motivation in Ghana Education Service is down, the workers and the government, who are responsible for implementing the national policies and programmes relating to pre-tertiary education in the country, have clashed many times in the recent years over salary and conditions of service (GNAT Report, 2013). It is against this background that the research investigated into: "The Effect of Motivation on

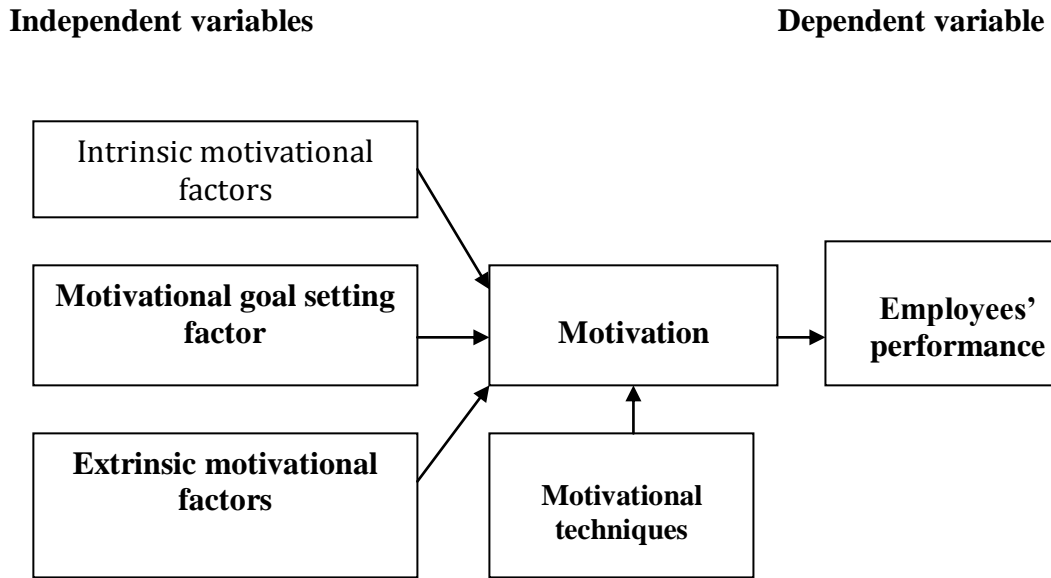
Employees Performance: Empirical Evidence from the Brong Ahafo Education Directorate”.

The general objective of the study is to determine the Effect of Motivation on Employees; to identify factors that motivate employees; to determine the employees’ performance and to assess the effect of motivation on the employees’ performance in Asunafo North Municipal Education Directorate. Mixed methodology, that is questionnaires and interviews were used to gather data and analysis was done using Statistical Package for Social Sciences (SPSS), and content analysis for qualitative aspect. The study has revealed that promotion and opportunity for advancement are the major motivation factors and the study has also revealed that motivation level is low in the area of wages and salaries. Ghana Education appears to be paying lowest wages and salaries in the industry. It is therefore recommended that Ghana Education Service (management) should consider as a matter of urgency, the need to make upward adjustment in wages and salaries which will go a long way to reduce the high incidence of labour turnover.

## **2.6 Conceptual Framework**

The conceptual framework is the organization of ideas, suppositions, desires, conviction and speculations that bolster the study (Ngai, Tao, and Moon, 2015). Underneath, a framework is developed to demonstrate the relationship of the factors or variables thought to be pertinent to the impact of motivation on the employees’ performance in the organization.





**Figure 2.2 Conceptual Frameworks**

Source: Researcher design, (2018)

## 2.7 Research Gap

Many researchers generally have done studies on the subject matter of the impact of motivation on the employees' performance in the organization while contemplating case study of different business organizations rather than health institutions. Nevertheless, majority of researches on subject matter have focused much on examining the impact of motivation on the employees' performance in the organization without considering the extent in which intrinsic motivational factors, extrinsic motivational factors and goal setting motivational affect the performance of employees particularly in the private hospitals.

Therefore, this demonstrates that there is indeed gap in knowledge that is required to be bridged hence, it is on this basis that, this study sought to the impact of motivation on the employees' performance in the organization, while specifically focusing on examining the extent in which intrinsic motivational factors, extrinsic

motivational factors and goal setting motivational affect the performance of employees in the organization, with the aim of filling the research gap that was not touched by the previous researchers regarding the subject matter.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter elaborates the research methodology of the study. It includes the research design, description of the study area, the study population, study sample and sampling techniques, description of variable and their measurement approach and scales, data collection methods, and data analysis process.

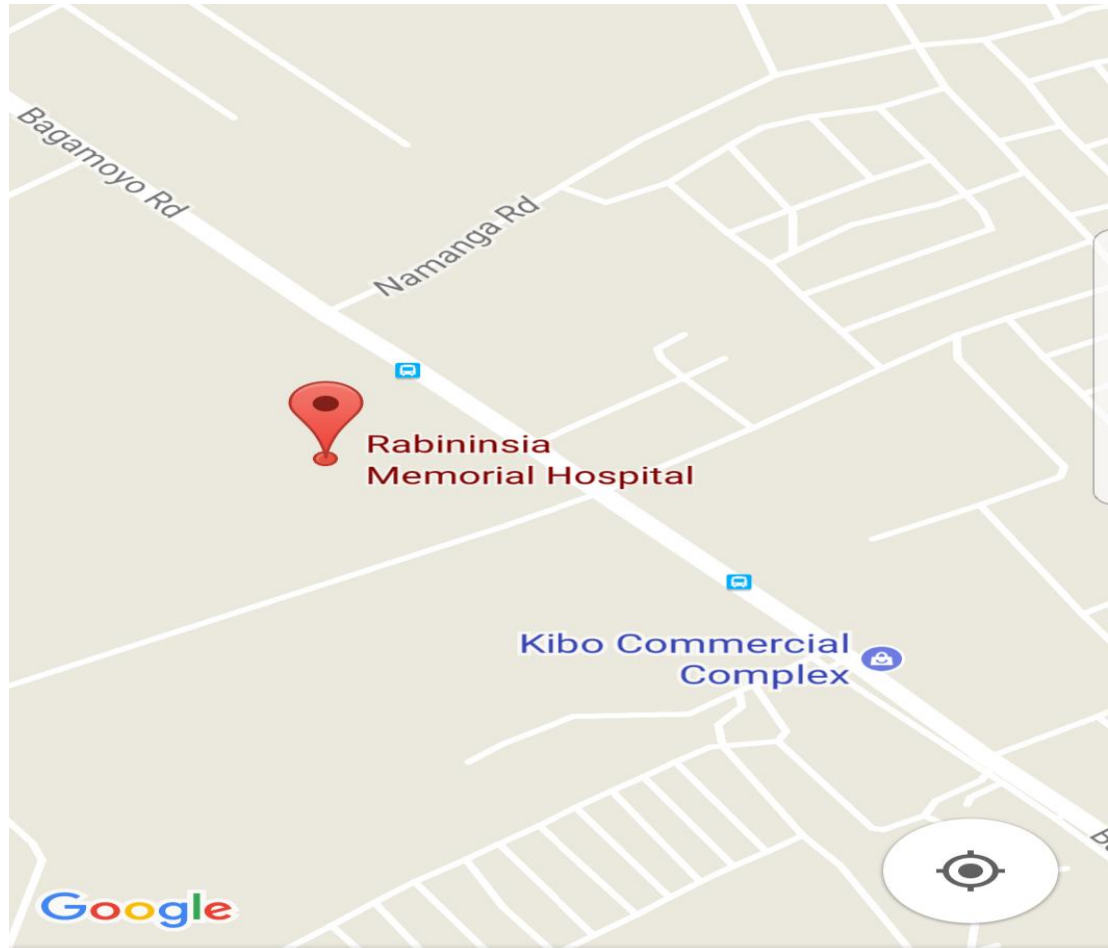
#### **3.2 Research Design**

In this study, the researcher employed case study design due to the following reasons: first, the quest of the researcher to have an in-depth investigation regarding the impact of motivation on the employees' performance in the organization. The researcher used this research design because it is convenient for testing whether certain theories or models would be applied to a particular research problem or phenomena.

#### **3.3 Description of the Study Area**

This study was conducted at Dar es Salaam region particularly at the Rabininsia Memorial Hospital. The researcher selected this area study in order to provide empirical evidence from the Tanzania context on the subject matter.

### 3.4 Map of the Study Area



**Figure 3.1: Map of the Study Area**

**Source:** Google map (2018).

### 3.5 Targeted Population

The researcher used a study sample, which is a subset of population that was drawn from target population to represent the whole population. The target population is expected to comprise of 100 selected staff of Rabininsia Memorial Hospital. The target population was considered to be relevant to the study since they are better placed to provide information with regard to the impact of motivation on the employees' performance at Rabininsia Memorial Hospital. The distribution of target population is shown in the Table 3.1.

**Table 3.1: Target Populations**

<b>S/n</b>	<b>Category</b>	<b>Number of the respondents</b>
1	Human Resources department	2
2	Surgical Services department	6
3	Clinical Support Services department	15
4	Nursing and Housekeeping Services department	30
5	Technical Services department	6
6	Finance and Planning department	3
7	Information and Communication Technology department	4
9	Procurement Management Unit department	2
10	Legal Services Unit department	1
11	Corporate Communication and Customer Care department	20
12	Internal Audit Unit department	4
13	Medical department	12
	<b>Total</b>	<b>100</b>

**Source:** Research design (2017)

### **3.6 Sampling Unit**

A researcher decided concerning a sampling unit before selecting a sample; and the researcher used Rabininsia Memorial Hospital as a sample unit because it is a convenient for the researcher to obtain data from the given area of interest.

### **3.7 Sampling Frame**

A sampling frame of this study consisted of a list of staffs of Rabininsia Memorial Hospital who belong from different departments.

### **3.8 Sample Size and Sampling Techniques**

#### **3.8.1 Sample size**

The researcher ensured that a significant sample size is drawn from the target population, which will in turn give a general picture of the entire population upon analysis. Blumberg, Cooper, and Schindler (2014) argued that, for any valid and reliable study to be carried, its sample shouldn't be less than 30% of its population,

thus a sample of 30 elements and above is sufficient for the study. Taro Yemane's sample size determination technique was employed to arrive at a sample size of 80 staff of Rabininsia Memorial Hospital. The study sample size was determined by the use of Taro Yameni's formula. The estimate procedure is as follows:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

$n$  = sample size to be determined,

$N$  = the entire population of interest,

$e$  = the acceptable sampling (0.05),

1 = constant.

### **Sample size for the Staff of Rabininsia Memorial Hospital**

$n = ?$

$N = 100$

$e = 0.05$

1 = constant.

Substituting in the formula we have:

$$n100 = \frac{100}{1 + 100(0.05)^2}$$

$n = 80$  staff

The expected sample to be drawn from the target population is 80 respondents.

## **3.9 Sampling Technique and Procedures**

### **3.9.1 Sampling Technique**

It refers to technique and procedure the researcher adopted in selecting respondents

for the sample. In the course of conducting this study, the researcher used non-probability sampling techniques as described below;

### **3.9.2 Non-probability Sampling Technique**

For the purpose of this study, the researcher employed purposive sampling technique as described below;

### **3.9.3 Purposive Sampling Technique**

Purposive sampling technique selects respondents for the study without providing equal chance of selection for every item of the population (Levy and Lemeshow, 2013). The researcher will employ purposive sampling technique in selecting the sample size of employees of Rabininsia Memorial Hospital who belonged from different departments. These respondents were selected based on the positions they hold at Rabininsia Memorial Hospital. Respondents were chosen based on the researcher's judgment that they have desirable characteristics and can provide the required information. Furthermore, purposive sampling technique was used to select staffs of Rabininsia Memorial Hospital as mentioned above because of key positions, knowledge and experience they hold in their job position.

### **3.10 Measurement of Variables**

The variables were measured using nominal and ordinal types of measurements. The questionnaires specifically for respondents were measured on a five interval Likert Scale, the level of agreement was ranked as strongly agree, which reflected more agreement than just agreement or strongly disagree compared to just disagree. Ordinal scale as measurement of variable did not only categorize the elements being

measured but also ranked them into some order.

Therefore, the numbers in the ordinal scale were represented relative position or order among the variables. The nominal scale of measurement was applied to cases, which had some common characteristics such as sex, age, and employment title among others. In nominal measurement of variables, numbers were assigned only for the purposes of identification but were not allowed for comparison of the variables to be measured. On the other hand, interval scales of measurement were used to capture personal data of respondents.

### **3.11 Data Collection Methods**

In this research, the researcher collected both primary and secondary data. Primary data were collected through, questionnaires and interview guide questions; while the secondary data were collected from documentary source such as websites of the organization and other publication like Rabininsia Memorial Hospital reports.

#### **3.11.1 Primary Data**

These types of information were collected mainly through questionnaire, interview and observation.

**Questionnaire:** In this data collection method, the researcher prepared well-typed and printed questionnaires in a set of forms, which consisted of questions associate to the research subject matter. The questionnaires were administered to 80 staffs of Rabininsia Memorial Hospital. In this study, questions related to subjective



experiences were used to gain information regarding the impact of motivation on the employees' performance in the organization at Rabininsia Memorial Hospital. This data collection method helped the researcher to obtain specific information since it gives the respondents enough time to give out their opinions regarding the questions that were asked from the given questionnaire.

**Interview:** The interview method was employed to collect primary data from the Rabininsia Memorial Hospital staff, therefore the interview guide was prepared to direct the two ways systematic conversation between the researcher and the respondent; the researcher initiated the interview in order to obtain relevant information for the study. The interview method was chosen because it is a suitable method for getting in-depth information concerning the impact of motivation on the employees' performance in the organization at Rabininsia Memorial Hospital in particular. The researcher conducted face-to-face interview, which involved oral conversation between researcher and interviewees. An interview guide/schedule was established whereby it reflected the timetable for the interview when it started and end up. However the interview sessions was limited by time and conducted only during the working days from Monday to Friday.

### **3.11.2 Secondary Data**

These are data, which are already available. There are sources of data that contain data that have been collected for another purpose. Secondary data are essential to be applied because they contain information and statistical records, which could be used to answer the research questions and objectives. The said data were attained from the documentary sources.

**Documentation Sources:** The researcher accessed various information regarding the impact of motivation on the employees' performance in the organization at Rabininsia Memorial Hospital through sources such as; Rabininsia Memorial Hospital websites, Rabininsia Memorial Hospital reports, and other relevant documents that provided information related to the subject matter. This helped the researcher to obtain sufficient data pertaining the given research topic.

### **3.12 Data Analysis and Processing**

#### **3.12.1 Data Analysis**

Both qualitative and quantitative data were collected, whereby data collected were edited and coded. Descriptive statistic was used where frequencies and percentages were composed, where possible content analysis were used in cases where one event occurred more than once. Data processing involved the following processing operations, namely: editing, coding, classification and tabulation. The data was analyzed based on the data to be collected. An analysis of this research was copiously explained with critical and analytical comments and also, well illustrated in graphical and tabular forms for easy understanding and were followed by a summary of the analysis. Microsoft office packages such as Word and Excel were used to process the collected data into tables, bar charts, to make easier understanding and interpretation.

#### **3.12.2 Data Editing**

For clear data analysis and interpretation, all collected data were carefully edited both in the field and in the office. The edited data were more accurate, consistent,

complete, uniform and manageable to facilitate other processes such as data coding, classification and tabulation.

### **3.12.3 Data Coding**

The involvement of coding was significant for efficient analysis and reduction of the number of classes containing the critical information for analysis and interpretation.

### **3.12.4 Data Classification**

During the study, the data collected were classified into their respective homogeneous groups depending on their common characteristics. Effective classification depends greatly on the effectiveness of data editing and coding. Classifications of raw data were according to attributes.

### **3.1 2.5 Data Tabulation**

The study used tables for the purpose of conserving space and reducing explanatory and descriptive statements to a minimum, facilitating the process of comparison, facilitating the summation of items and detection of errors and omission and providing a basis for various statistical computations.

### **3.12.6 Data Analysis Techniques**

The study used both quantitative and qualitative data in order to achieve research objectives. Qualitative data analysis was used, particularly for in depth, open-ended questionnaires for direct quotation from respondents about their experience, opinions, feelings and knowledge. The questionnaire was used to collect data, but the questions consisted of closed questions and open-ended questions. Quantitative data analysis was used to analyze the closed questions and the open-ended questions were

analyzed qualitatively.

### **3.12.7 Quantitative Data Analysis**

This is the method of analyzing data numerically; quantifiable data were analysed using quantitative methods since they were expressed in numerical terms. The researcher used mathematical techniques to analyze data and lastly data were presented mainly through tables so as to express some relationships and hence maximum comparability was well achieved.

### **3.12.8 Qualitative Data Analysis**

This is the method of analyzing data, in a descriptive way and not in numeral form. Non-quantifiable data (those which cannot be expressed in numerical terms) such as respondent's behaviour, views and behaviors were analyzed qualitatively where various factual and logical statements were included in the study while analyzing the data to be gathered. Analyzing the gathered data qualitatively means statements included phrases from personal observations and from field respondents were stated as they are. The open-handed questionnaire and secondary from documentary review data were analysed qualitatively.

### **3.13 Reliability and Validity of Data**

To ensure both reliability and validity of data collected the researcher ensured that the research environment and instruments were controlled enough to guarantee the quality of the collected information. In order to ensure reliability a pilot study was carried out to test the questionnaires and structured interview to be presented to the respective respondents. Since the reliability of data goes with the accuracy or

precision of a measuring instrument, in this study, reliability was concerned with the interview consistency of findings to the questions to be asked in repeated measurements (Csikszentmihalyi and Larson, 2014), the application of the eliminated the above test chances of occurrence of errors.

### **3.13.1 Reliability**

The researcher focused on the right source of information to ensure reliability of data. Through this the methodology produced results, which will be consistent. Reliability is about if the result from a research can be the same if the research was to be conducted again, as far as quantitative research reliability is concerned. The objective of the study was to ensure that if a latter investigator follows exactly the same procedures as described by a previous investigator and conducted the same survey study, all over again; the latter investigator should arrive to similar findings and conclusions, (Yin, 2013). The researcher improved reliability by standardizing the conditions under which the measurement took place. Not only that, but also the researcher designed the direction for measurement with any variation from group to group, and by asking similar questions to the respondents.

### **3.13.2 Validity**

Validity determines whether the researcher truly measures what was intended to measure or how truthful the research results were (Sarmah and Hazarika, 2012). In order to achieve validity the researcher will ensure that measuring instrument provides adequate coverage of the topic by containing adequate representative sample of the population. Due to the importance of data validity the researcher ensured that the data were collected using a well-designed data-collecting

instrument. To the best of the knowledge of researcher, a well-structured questionnaire was prepared, which enabled to capture important and relevant information to be subjected to analysis at a later stage. The instrument used enabled the researcher to perform the study as planned and come up with valid results.

### **3.14 Pilot Test and Pre-Testing of the Instruments**

The pilot testing of data collection instruments was conducted whereby the researcher administered the instruments to the 10% of the each sample size of the study, thus 8 staff of Rabininsia Memorial Hospital. The test was conducted in order to identify if the respondents had common understanding towards the research instruments. For the purpose obtaining effective research instruments for data collection the researcher pre-tested research instruments by giving a chance the respondents to go through the entire instruments in order to determine whether the respondents understood the questions asked in the questionnaire.

### **3.15 Ethical Considerations**

Social science research involves collecting data from people (respondents). Therefore, it is very important to hold on ethical standards, to guarantee protection of participants' rights, thus the findings are truthful. Ethical standards were observed in the planning and conducting of the study; there was a voluntary participation in the study, also the respondents were informed about the purpose of the study before they decide to participate. Questions were carefully be framed and asked in ways that it avoided causing psychological harm to the participants, moreover the researcher secured research clearance from the management of Open University, and request

for research permit from the department of Human Resource Management at Rabininsia Memorial Hospital.

### **3.15.1 Confidentiality**

During data collection, respondents were notified concerning the purpose and benefits of the study; also they were assured of confidentiality before data are being collected.

### **3.16.2 Informed Consent**

During data collection, respondents were notified concerning the purpose and benefits of the study; also they were asked for their consent. Therefore the researcher was based on participants' freely volunteered informed consent.

## **CHAPTER FOUR**

### **RESULTS AND DISCUSSION**

#### **4.1 Introduction**

The purpose of this chapter is to present the data collected and during the study in relation to the research questions and objectives. The study focused on assessing the impact of motivation on the employees' performance at Rabininsia Memorial Hospital. This chapter is divided into five main sections, which focus on addressing the general and specific research objectives. Section one concentrate on the demographic and background characteristics of the respondents.

Section two intends to determine the extent in which intrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital. Section three focuses the extent in which extrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital. Section four determines the extent in which motivational goal setting affects the employees' performance at Rabininsia Memorial Hospital. While section five six intended on determine techniques used to motivate employees at Rabininsia Memorial Hospital.

A total of 80 questionnaires were filled by respondents belonging from different departments and 7 Findings from interview guide questions were obtained.

#### **4.2 Demographic Characteristics of Respondents**

This shows a conceptual of the nature of the population and composition that the researcher used in collecting data. This presents demographic characteristics of respondents from which questionnaires were sent to, this includes gender of



respondents, age of the respondents and the department from which respondents belonged.

#### 4.2.1 Gender status of Respondents

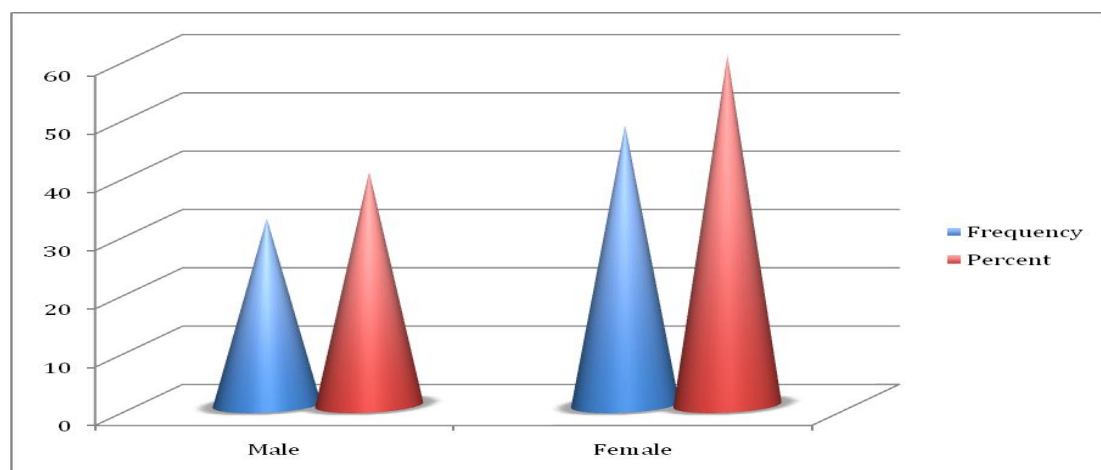
A total of three hundred and fifty (80) respondents filled the questionnaires, whereas 120 (34%) respondents were males and 230 (66%) respondents were females. Gender of respondents had effects on their answers because the answers given by males differed from those of females. It also helped to provide variety of ideas. This is shown in the Table 4.1 and graphically represented in the Figure 4.1.

**Table 4.1: Gender Status of the Respondents**

Findings	Frequency	Percent
Male	32	40
Female	48	60
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

Source: Field data (2018)



**Figure 4.1: Gender Status of the Respondents**

Source: Field data (2018)

#### 4.2.2 Age of Respondents

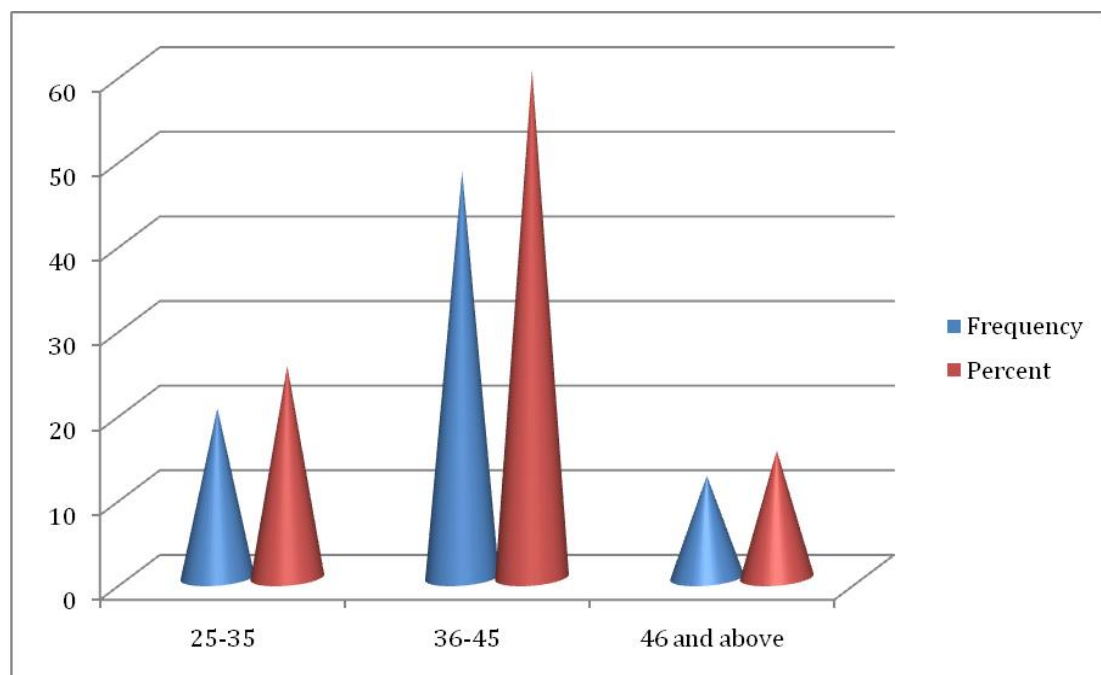
Eighty (80) respondents that represent 43% of the total number of respondents aged between 25 to 35 years, while 110 respondents that represent 31% of the total number of the respondent aged between 36 to 45 years whereas 90 (26%) of the total respondents aged 46 years and above. This is shown in the Table 4.2 and graphically represented in the Figure 4.2.

**Table 4.2: Age of the Respondents**

Parameters	Frequency	Percent
25-35	20	25
36-45	48	60
46 and above	12	15
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

Source: Field data (2018)



**Figure 4.2: Age of the Respondents**

Source: Field data (2018)

### 4.2.3 Working Departments of the Respondents

The study sample contained respondents belonging from different departments at MNH including Human resource, Surgical service, Clinical support service, Nursing and housekeeping service, Technical service, Finance and planning, Information and communication technology, Procurement management unit, Legal service unit, Corporate communication and customer care, Internal audit unit and Medical service departments.

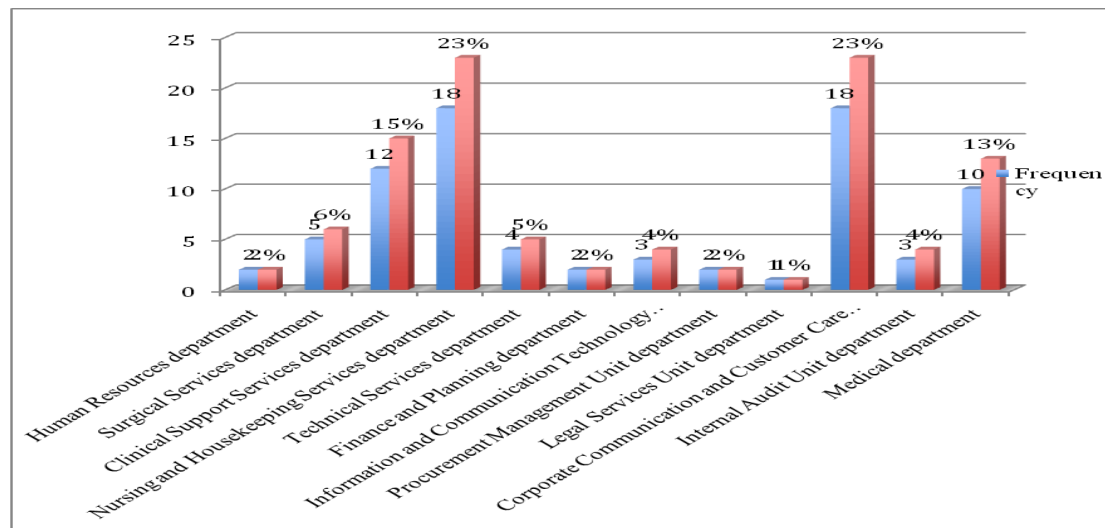
2 (2%) of the total respondents belonged at Human resource department, 5 (6%) of the total respondents worked at the Surgical service department, 12 (15%) of the total respondents worked at Clinical support service department, 18 (13%) of the total respondents belonged at Nursing and housekeeping service department, 4 (5%) of the total respondents belonged at Technical service department, 2 (2%) of the total respondents belonged at Finance and planning department, 3 (4%) of the total respondents belonged at Information and communication technology department, 2 (2%) of the total respondents belonged at Procurement Management Unit.

1 (1%) of the total respondents belonged at Legal service unit, 18 (23%) of the total respondents belonged at Corporate communication and customer care department, 3 (4%) of the total respondents belonged at Internal audit unit while 10 (13%) of the total respondents belonged Medical service department The results are indicated in the Table 4.3 and graphically presented in the Figure 4.3.

**Table 4.3: Working Departments of the Respondents**

Parameters	Frequency	Percent
Human Resources department	2	2
Surgical Services department	5	6
Clinical Support Services department	12	15
Nursing and Housekeeping Services department	18	23
Technical Services department	4	5
Finance and Planning department	2	2
Information and Communication Technology department	3	4
Procurement Management Unit department	2	2
Legal Services Unit department	1	1
Corporate Communication and Customer Care department	18	23
Internal Audit Unit department	3	4
Medical department	10	13
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data (2018)**Figure 4.3: Working Departments of the Respondents****Source:** Field data (2018)

### 4.3 Findings on the Extent in Which Intrinsic Motivational Factors Affect the Employees' Performance at RMH

The researcher attempted to examine the extent in which intrinsic motivational factors affect the employees' performance at RMH, whereby the following questions which were in the form of statements were asked based on the given specific objective.

### 4.3.1 Findings on Whether Employees are Motivated When Supervisors Recognize and Appreciate on the Assigned Task

The researcher attempted to examine whether employees are motivated when supervisors recognize and appreciate on the assigned task. The results are indicated in Table 4.4.

**Table 4.4: Findings on Whether Employees are Motivated When Supervisors Recognize and Appreciate on the Assigned Task**

Parameters	Frequency	Percent
Strongly agree	58	72
Agree	15	19
Neutral	0	0
Disagree	7	9
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.1. Indicates that 58 respondents represent 72% of the total respondents strongly agreed with the fact that employees are motivated when supervisors recognize and appreciate on the assigned task, 15 respondents represent 19% of the total respondents agreed with the fact that employees are motivated when supervisors recognize and appreciate on the assigned task, whereas 7 respondents represent 9% of the total respondents disagreed with the fact that employees are motivated when supervisors recognize and appreciate on the assigned task, while none of the respondents had neither strongly disagreed nor neutral findings. This result implies that majority of employees of Rabininsia Memorial Hospital are motivated when their supervisors recognize and appreciate their assigned task.

In the line of the given results, it was emphasized in the study by Danish and Usman (2010) who found out those supervisors and managers can also have an impact on

employee motivation through the recognition of positive employee efforts and accomplishments. Recognition is an important aspect of keeping employees. Also Ramlall, (2004) underlined that employees need concrete feedback and appreciation for what they do. They want to feel they are an important part of the organization's success, and they desire for managers and co-workers to notice and acknowledge their performance.

#### **4.3.2 Findings on Whether Employees are Motivated by Comparing their Performance Favorably to that of Others**

The researcher attempted to examine whether employees are motivated by comparing their performance favorably to that of others. The results are indicated in Table 4.5.

**Table 4.5: Findings on Whether Employees are Motivated by Comparing their Performance Favorably to that of Others**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	42	53
Agree	23	29
Neutral	4	5
Disagree	9	11
Strong disagree	2	2
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.5 indicates that 42 respondents represent 53% of the total respondents strongly agreed with the fact that employees are motivated by comparing their performance favorably to that of others, 23 respondents represent 29% of the total respondents agreed with the fact that employees are motivated by comparing their performance favorably to that of others 4 respondents represent 5% of the total respondents were neutral with the fact that employees are motivated by comparing

their performance favorably to that of others, whereas 9 respondents represent 11% of the total respondents disagreed with the fact that employees are motivated by comparing their performance favorably to that of others while 2 respondents represent 2% of the total respondents strongly disagreed with the fact that employees are motivated by comparing their performance favorably to that of others.

The findings of the study revealed that majority of the respondents strongly agreed with the fact that employees are motivated by comparing their performance favorably to that of others. In the line of the given findings, consistency emphasize was made in the study by Muogbo (2013) who emphasized that it is the tendency of the majority of the employees to compare their performance over the others employees' performance. This has been significantly motivates a number of employees and enhance their performance over the others performance.

#### **4.3.3 Findings on Whether Employees are Motivated and Inspired by Added Responsibility**

The researcher attempted to examine whether employees are motivated and inspired by added responsibility. The results are indicated in Table 4.6.

**Table 4.6: Findings on Whether Employees are Motivated and Inspired by Added Responsibility**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	54	68
Agree	17	21
Neutral	2	2
Disagree	3	4
Strong disagree	4	5
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.6. Indicates that 54 respondents represent 68% of the total respondents strongly agreed with the fact that employees are motivated and inspired by added responsibility, 17 respondents represent 21% of the total respondents agreed with the fact that employees are motivated and inspired by added responsibility, 2 respondents represent 2% of the total respondents were neutral, whereas 3 respondents represent 4% of the total respondents disagreed with the fact that employees are motivated and inspired by added responsibility while 4 respondents represent 5% of the total respondents strongly disagreed with the fact that employees are motivated and inspired by added responsibility.

The finding of the revealed that majority of the respondents strongly agreed with the fact that employees are motivated and inspired by added responsibility. In the light of given finding, it was highlighted in the study by Manzoor (2012) that, one of the ways of motivating the employees in performing their work is to increase his/her responsibilities in their workplace. It was further emphasized by Al Jasmi (2012) that, usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees. However, it was argued that by the Deeproose (2006) that, although managers have a tendency of adding duties to individuals for the purpose of inspiring them, yet most of the employees in different organizations consider such action adding responsibility as a burden instead and some of them even complain to the management regarding the situation.

#### **4.3.4 Findings on Whether Employees Are Motivated When Cooperate with Peer Workers in Fulfilling Their Goals**

The researcher attempted to examine whether employees are motivated when



cooperate with peer workers in fulfilling their goals. The results are indicated in Table 4.7.

**Table 4.7: Findings on Whether Employees are Motivated When Cooperate With Peer Workers in Fulfilling Their Goals**

Parameters	Frequency	Percent
Strongly agree	63	79
Agree	17	21
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.7 indicates that 63 respondents represent 79% of the total respondents strongly agreed with the fact that whether employees are motivated when cooperate with peer workers in fulfilling their goals, whereas 17 respondents represent 21% of the total respondents agreed with the fact that whether employees are motivated when cooperate with peer workers in fulfilling their goals, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The finding of the study revealed that majority of the respondents strongly agreed with the fact that employees are motivated when cooperate with peer workers in fulfilling their goals. In the line of the given findings, it was also contended by Burton (2012) that when employees fail to cooperate with their fellow working colleagues in accomplishing a certain goal, they become demotivated at individual level and affect the morale of working.

#### **4.3.5 Findings on Whether Employees are Motivated When Others Recognize and Appreciate their Assigned Task**

The researcher attempted to examine whether employees are motivated when others

recognize and appreciate their assigned task. The results are indicated in Table 4.8 below as follows;

**Table 4.8: Findings on Whether Employees are Motivated When Others Recognize and Appreciate Their Assigned Task**

Parameters	Frequency	Percent
Strongly Agree	72	90
Agree	8	10
Neutral	0	0
Disagree	0	0
Strong Disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.8. Indicates that 72 respondents represent 90% of the total respondents strongly agreed with the fact that whether employees are motivated when others recognize and appreciate their assigned task, whereas 8 respondents represent 10% of the total respondents agreed with the fact that whether employees are motivated when others recognize and appreciate their assigned task, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The finding of the study revealed that majority of the respondents strongly agreed with the fact that employees are motivated when others recognize and appreciate their assigned task. Consistent findings were obtained in the study by Tsai, Yen, Huang and Huang (2007) who found that, 56% of the employees observed that appreciation is the factor, which will motivate them in the workplace.

In the line of the given findings obtained, the researcher also sought to examine how the intrinsic motivational factors affect the performance of employees in your organization, whereby the question was asked by way of interview method. This

question was addressed by one of staff as;

**Findings:** *“According to my working experience at RMH, I have observed that intrinsic motivation factors arise from within and employees feel better at the organization, since factors provide personal satisfaction to individuals and make the employee feel better enhance their working performance in the organization.”*

#### **4.4 Findings on the Extent in Which Extrinsic Motivational Factors Affect the Employees’ Performance at RMH**

The researcher attempted to examine the extent in which extrinsic motivational factors affect the employees’ performance at RMH, whereby the following questions which were in the form of statements were asked based on the given specific objective.

##### **4.4.1 Findings on Whether Salaries/Incentives Attract, Retain and Motivate Employees and Cause Higher Performance**

The researcher attempted to examine whether salaries/incentives attracts, retain and motivate employees and cause higher performance. The results are indicated in Table 4.9.

**Table 4.9: Findings on Whether Salaries/Incentives Attract, Retain And Motivate Employees and Cause Higher Performance**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	75	94
Agree	5	6
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.9. Indicates that 75 respondents represent 94% of the total respondents strongly agreed with the fact that salaries/incentives attracts, retain and motivate employees and cause higher performance, whereas 5 respondents represent 6% of the total respondents agreed with the fact that salaries/incentives attracts, retain and motivate employees and cause higher performance, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The findings of the study revealed that majority of the respondents strongly agreed with the fact that salaries/incentives attract, retain and motivate employees and cause higher performance. This result implies that high employees performance may be obtained from employees as a result salaries/incentives. In the line of the given findings of the study, consistency results were obtained in the study by Bussin and Toerien (2015) who contended that salaries/incentives were found to be highly preferable in attracting, retaining and motivating employees and enhancing their performance.

#### **4.4.2 Findings on Whether the Organization Provides Fringe Benefits as a Means of Motivating Employees Performance**

The researcher attempted to examine whether the organization provides fringe benefits as a means of motivating employees' performance. The results are indicated in Table 4.10.

**Table 4.10: Findings on Whether the Organization Provides Fringe Benefits as A Means of Motivating Employees Performance**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	72	90
Agree	8	10
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.10 indicates that 72 respondents represent 90% of the total respondents strongly agreed with the fact that the organization provides fringe benefits as a means of motivating employees' performance, whereas 8 respondents represent 10% of the total respondents agreed with the fact that the organization provides fringe benefits as a means of motivating employees' performance, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The findings of the study revealed that majority of the respondents strongly agreed with the fact that the organization provides fringe benefits as a means of motivating employees' performance. In relation to the given findings obtained, consistent results were obtained in the study by Kamau (2013) who statistically concluded that fringe benefits have a significant influence on employee performance and productivity.

#### **4.4.3 Findings on Whether the Organization Provides Promotional Benefits That Enhance the Performance of Employees**

The researcher attempted to examine whether the organization provides promotional benefits that enhance the performance of employees. The results are indicated in Table 4.11.

**Table 4.11: Findings on Whether the Organization Provides Enough Promotional Benefits That Enhance the Performance of Employees**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	4	5
Agree	1	1
Neutral	0	0
Disagree	9	11
Strong disagree	66	83
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.11 indicates that 4 respondents represent 5% of the total respondents strongly agreed with the fact that the organization provides enough promotional benefits that enhance the performance of employees, 1 respondents represent 1% of the total respondents agreed with the fact that the organization provides enough promotional benefits that enhance the performance of employees, whereas 9 respondents represent 11% of the total respondents disagreed with the fact that the organization provides promotional enough benefits that enhance the performance of employees while 66 respondents represent 83% of the total respondents strongly disagreed with the fact that the organization provides promotional benefits that enhance the performance of employees.

The findings of the study revealed that majority of the respondents strongly disagreed with the fact that the organization provides promotional benefits that enhance the performance of employees. This result implies that organization does not provide sufficient promotional benefits that enhance the performance of employees. In the line of the given findings of the study, it was contended by Erdogan, and Bauer (2005) that, one of the most important benefits of employee promotion is that it helps employees to recognize and acknowledge the performance and hard work of employees and thus makes them feel valued. A promotion also improves the ambition of employees and boosts their passion for reaching their goals as well as the objectives of your organization.

#### **4.4.4 Findings on Whether the Organization Provides Sufficient Job Security to its Employees as Way of Motivated Them**

The researcher attempted to examine whether the organization provides sufficient

job security to its employees as way of motivated them. The results are indicated in Table 4.12.

**Table 4.12: Findings on Whether the Organization Provides Sufficient Job Security to its Employees as Way of Motivated Them**

Parameters	Frequency	Percent
Strongly agree	15	19
Agree	7	9
Neutral	0	0
Disagree	12	15
Strong disagree	46	57
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.12. Indicates that 15 respondents represent 19% of the total respondents strongly agreed with the fact that the organization provides sufficient job security to its employees as a way of motivated them, 7 respondents represent 9% of the total respondents agreed with the fact that the organization provides sufficient job security to its employees as a way of motivated them, whereas 12 respondents represent 15% of the total respondents disagreed with the fact that the organization provides sufficient job security to its employees as a way of motivated them while 46 respondents represent 57% of the total respondents strong disagreed with the fact that the organization provides sufficient job security to its employees as way of motivated them.

The results of the study revealed that majority of the respondents disagreed with the fact that the organization provides enough job security to its employees as way of motivated them. This implies that the organization does not provide enough job security to its employees. The given result was inconsistent with the findings

obtained in the study by Nabi, Islam, and Hassain, (2017) who found that 73% of respondents agreed that provision of enough job security to employees motivate employees to improve their performance.

#### **4.4.5 Findings on Whether the Organization Has Created Good Working Conditions That Enhance the Performance of Employees**

The researcher attempted to examine whether the organization has created good working conditions that enhance the performance of employees. The results are indicated in Table 4.13.

**Table 4.13: Findings on Whether the Organization has Created Good Working Conditions That Enhance the Performance of Employees**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	69	86
Agree	6	8
Neutral	0	0
Disagree	4	5
Strong disagree	1	1
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.13 indicates that 69 respondents represent 86% of the total respondents strongly agreed with the fact that the organization has created good working conditions that enhance the performance of employees, 6 respondents represent 8% of the total respondents agreed with the fact that the organization has created good working conditions that enhance the performance of employees, whereas 4 respondents represent 5% of the total respondents disagreed with the fact that the organization has created good working conditions that enhance the performance of employees, while 1 respondents represent 1% of the total respondents strong



disagreed with the fact that the organization has created good working conditions that enhance the performance of employees.

The findings of the study revealed that majority of the respondents strongly agreed with the fact that the organization has created good working conditions that enhance the performance of employees. In the line of the given findings it was also emphasized by Oswald (2012) that it is important for the organization to guarantee good working environment to its employees since when employees feel better about themselves, they may become more productive and effective. Every confirmation came from outside of the individual gain confidence and improving their working performance and help them to succeed.

In the line of the given findings obtained, the researcher also sought to examine how the extrinsic motivational factors affect the performance of employees in your organization, whereby the question was asked by way of interview method. This question was addressed by one of staff as indicated in the Box 2 below;

**Findings:** *“According to my working experience at RMH, I have been observing that extrinsic motivational factors tend to increase to the performance of employees through external rewards that are outside the job description of the employees, whereby such rewards consist o factors such as monetary incentives, coercion, threat and punishments. In fact extrinsic rewards act as driving force that get the employees to do things for tangible rewards instead of the task itself.*

#### **4.5 Findings on the Extent in Which Motivational Goal Setting Affects the Employees’ Performance at RMH**

The researcher attempted to examine extent in which motivational goal setting affects the employees’ performance at RMH, whereby the following questions which were in the form of statements were asked based on the given specific objective.

#### 4.5.1 Findings on Whether the Setting of Goals/Targets has Greatly Improved Employees Overall Performance Within The Organization

The researcher attempted to examine whether the setting of goals/targets has greatly improved employees overall performance within the organization. The results are indicated in Table 4.14.

**Table 4.14: Findings on Whether the Setting of Goals sas Greatly Improved Employees Overall Performance Within the Organization**

Parameters	Frequency	Percent
Strongly agree	73	91
Agree	7	9
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.14 indicates that 73 respondents represent 91% of the total respondents strongly agreed with the fact that the setting of goals/targets has greatly improved employees overall performance within the organization, whereas 7 respondents represent 9% of the total respondents agreed with the fact that the setting of goals/targets has greatly improved employees overall performance within the organization, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings.

The findings of the study revealed that majority of the respondents strongly agreed with the statement that the setting of goals/targets has greatly improved employees overall performance within the organization. In the line of the given finding of the study, it was also emphasized in the study by Moynihan (2005) that performance of

employees need to align with the goal set since employees are likely to performance their duties and responsibilities effectively and mostly when are guided by goals set by management.

#### **4.5.2 Findings on Whether Employees Get Fair and Constructive Feedback Regularly Related to Goals**

The researcher attempted to examine whether employees get fair and constructive feedback regularly related to goals/targets. The results are indicated in Table 4.15.

**Table 4.15: Findings on Whether Employees Get Fair and Constructive Feedback Regularly Related to Goals**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	63	79
Agree	17	21
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.15 indicates that 63 respondents represent 79% of the total respondents strongly agreed with the fact that employees get fair and constructive feedback regularly related to goals/targets, whereas 17 respondents represent 21% of the total respondents agreed with the fact that employees get fair and constructive feedback regularly related to goals/targets, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The findings of the study revealed that majority of the respondents strongly agreed with the statement that employees get fair and constructive feedback regularly related to goals/targets. In the line of the given findings, it was further emphasized in the study of Kamau (2015) that once

managers allow their employees to be practically involved in making the goals they ultimately motivate employees and improve the potential of goal commitment as employees feel they have a sense of ownership unlike if the goals were set without their involvement.

#### **4.5.3 Findings on Whether Employees Experience Some Difficulties and Challenges in Meeting Goals Set**

The researcher attempted to examine whether employees experience difficult and challenging in meeting goals set. The results are indicated in Table 4.16.

**Table 4.16: Findings on Whether Employees Experience Some Difficulties and Challenges in Meeting Goals Set**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	71	89
Agree	9	11
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.16. Indicates that 71 respondents represent 89% of the total respondents strongly agreed with the fact that employees experience difficult and challenging in meeting goals set, whereas 9 respondents represent 11% of the total respondents agreed with the fact that employees experience difficult and challenging in meeting goals set, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The findings of the study revealed that majority of the respondents strongly agreed with the statement that employees experience difficult and challenging in meeting goals set. However this result implies that employees

have been experiencing some challenges in attaining their goals. In the line of findings of the study obtained, consistent findings were obtained in the study by Locke and Latham (2002) that it is crucial to note that there is a limit to goals that are challenging and sometimes when very difficult goals are set, employees may end up losing interest and commitment to attain them.

#### **4.5.4 Findings on Whether the Goals of Employees are Realistic and Achievable**

The researcher attempted to examine whether the goals/targets of employees are realistic and achievable. The results are indicated in Table 4.17.

**Table 4.17: Findings on Whether the Goals of Employees are Realistic and Achievable**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	67	84
Agree	13	16
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.17. Indicates that 67 respondents represent 84% of the total respondents strongly agreed with the fact that the goals/targets of employees are realistic and achievable, whereas 13 respondents represent 16% of the total respondents agreed with the fact that the goals/targets of employees are realistic and achievable, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The findings of the study revealed that majority of the respondents strongly agreed with the statement that the goals/targets of employees are realistic and achievable. In the line of the given findings of the study, it was also contended by

Day and Tosey (2011) that in order for employees to be successful on undertaking their dairy duties and responsibilities, then their goal set needs not only to be realistic and attainable but also goals needs to specific, measurable and achieved on timely manner.

#### **4.5.5 Findings on Whether Managers Allow Employees to Participate in Setting of Goals**

The researcher attempted to examine whether managers allow employees to participate in setting of goals/targets. The results are indicated in Table 4.18.

**Table 4.18: Findings on Whether Managers Allow Employees to Participate in Setting of Goals/Targets**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	69	86
Agree	11	14
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.18. Indicates that 69 respondents represent 86% of the total respondents strongly agreed with the fact that managers allow employees to participate in setting of goals/targets whereas 11 respondents represent 14% of the total respondents agreed with the fact that managers allow employees to participate in setting of goals/targets, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings. The findings of the study revealed that majority of the respondents strongly agreed with the statement that managers allow employees to

participate in setting of goals/targets.

In the connection to the obtained finding of the study, consistent result was obtained in the study by Sholihin, Pike, Mangena and Li (2011) who found that, when the management involve the employees in the process setting goals, employees feel that they are part and parcel of goals/target and thus become easy for them to determine in what extent goals/targets set are realistic and how they will be achieved in timely manner. Also inconsistency result was obtained in the study by Teo and Low (2016) who contended that, when the management fails to engage employees in the process of setting goals, it becomes very difficult for them achieve the goals set.

In the line of the given findings obtained, the researcher also sought to examine how the motivational goal setting affect the performance of employees in your organization, whereby the question was asked by way of interview method. This question was addressed by one of staff as indicated below;

**Findings:** *“According to my working experience at RMH, I have been observing most of heads of departments involve their subordinates in the process of setting different goals of the hospital. Indeed, the motivational goal setting affects the performance of employees in a way that employees goals motivate employees because they energize behavior, give it direction, provide a challenge, force employees to think outside the box, and devise new and novel methods of performing. ”*

#### **4.6 Findings Regarding the Techniques Used to Motivate Employees**

The researcher attempted to examine techniques used to motivate employees at RMH, whereby the following questions which were in the form of statements were asked based on the given specific objective.

#### 4.6.1 Findings on Whether Reward is More Effective Motivating Technique When it is Directly Linked With Performance

The researcher attempted to examine whether reward is more effective motivating technique when it is directly linked with performance. The results are indicated in Table 4.19.

**Table 4.19: Findings on Whether Reward is More Effective Motivating Technique When it is Directly Linked With Performance**

Parameters	Frequency	Percent
Strongly agree	69	86
Agree	11	14
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.19. Indicates that 69 respondents represent 86% of the total respondents strongly agreed with the fact that reward is more effective motivating technique when it is directly linked with performance, whereas 11 respondents represent 14% of the total respondents agreed with the fact that reward is more effective motivating technique when it is directly linked with performance, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings.

The findings of the study revealed that majority of the respondents strongly agreed with the statement that reward is more effective motivating technique when it is directly linked with performance. In connection to the findings of the study obtained, it was also underlined by Ijah (2013) that, rewards that an individual receives are



very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee.

#### **4.6.2 Findings on Whether Management Practices Professional Job Enrichment to its Employees as a Technique of Motivating Employees**

The researcher attempted to examine whether management practices professional job enrichment to its employees as a technique of motivating employees. The results are indicated in Table 4.20.

**Table 4.20: Findings on Whether Management Practices Professional Job Enrichment to its Employees as a Technique of Motivating Employees**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	63	79
Agree	17	21
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.20 indicates that 63 respondents represent 79% of the total respondents strongly agreed with the fact that management practices professional job enrichment to its employees as a technique of motivating employees, whereas 17 respondents represent 21% of the total respondents agreed with the fact that management practices professional job enrichment to its employees as a technique of motivating employees, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings.

The findings of the study revealed that majority of the respondents strongly agreed with the statement that management practices professional job enrichment to its employees as a technique of motivating employees. In relation to the findings of the study obtained, it was further highlighted by Ganta (2014) that job enrichment is a motivation technique and method for redesigning jobs that aims at making work more interesting and challenging for the employees. It mainly consists of giving more responsibility than what originally applied to the job, creating opportunities for professional growth and recognition.

#### **4.6.3 Findings on Whether Management Motivates Employees By Way Of Offering a Positive Work Environment**

The researcher attempted to examine whether management motivates employees by way of offering a positive work environment. The results are indicated in Table 4.21.

**Table 4.21: Findings on Whether Management Motivates Employees by Way of Offering a Positive Work Environment**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	53	66
Agree	17	21
Neutral	0	0
Disagree	3	4
Strong disagree	7	9
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.21. Indicates that 53 respondents represent 66% of the total respondents strongly agreed with the fact that management motivates employees by way of offering a positive work environment, 17 respondents represent 21% of the total respondents agreed with the fact that The management motivates employees by way

of offering a positive work environment whereas 3 respondents represent 4% of the total respondents agreed with the fact that The management motivates employees by way of offering a positive work environment, while whereas 7 respondents represent 9% of the total respondents agreed with the fact that The management motivates employees by way of offering a positive work environment.

The findings of the study revealed that majority of the respondents strongly agreed with the statement that management motivates employees by way of offering a positive work environment. In connection to the findings of the study obtained, it was also underlined by the Earle (2003) that by creating a pleasant working environment to employees would significantly motivate and enhance employees to perform at their best since they will undertaking the day to day tasks comfortably.

#### **4.6.4 Findings on Whether Management Provides Individual and Team Incentives to Employees as a Way of Motivation to All Employees**

The researcher attempted to examine whether management provides individual and team incentives to employees as a way of motivation to all employees. The results are indicated in Table 4.22.

**Table 4.22: Findings on Whether Management Provides Individual and Team Incentives to Employees as a Way of Motivation to All Employees**

<b>Parameters</b>	<b>Frequency</b>	<b>Percent</b>
Strongly agree	61	76
Agree	19	24
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

Table 4.22 indicates that 61 respondents represent 76% of the total respondents strongly agreed with the fact that management provides individual and team incentives to employees as a way of motivation to all employees, whereas 19 respondents represent 24% of the total respondents agreed with the fact that the management provides individual and team incentives to employees as a way of motivation to all employees, while none of the respondents had neither strongly disagreed, disagreed nor neutral findings.

The findings of the study revealed that majority of the respondents strongly agreed with the statement that management provides individual and team incentives to employees as a way of motivation to all employees. In the line of the given findings obtained, it was also underlined in the study by Bandiera, *et al.*, (2013) that among powerful way to keep the members of the team motivated and giving their very best on the job, is by the management to provide individual and team incentives to employees.

#### **4.6.5 Findings on Whether Management Motivates Employees by Way of Recognizing Their Individual Achievements**

The researcher attempted to examine whether management motivates employees by way of recognizing their individual achievements. The results are indicated in Table 4.23. It indicates that 57 respondents represent 71% of the total respondents strongly agreed with the fact that management motivates employees by way of recognizing their individual achievements whereas 23 respondents represent 29% of the total respondents agreed with the fact that management motivates employees by way of recognizing their individual achievements, while none of the respondents had neither

strongly disagreed, disagreed nor neutral findings.

**Table 4.23: Findings on Whether Management Motivates Employees by Way of Recognizing Their Individual Achievements**

Parameters	Frequency	Percent
Strongly agree	57	71
Agree	23	29
Neutral	0	0
Disagree	0	0
Strong disagree	0	0
<b>Total</b>	<b>80</b>	<b>100</b>

N=100

**Source:** Field data, (2018)

The findings of the study revealed that majority of the respondents strongly agreed with the statement that management motivates employees by way of recognizing their individual achievements. In the line of the given findings obtained, consistency result was also observed in the study by Danish and Usman (2010) that recognition increases employee loyalty, enhances performance and generates greater success.

In the line of the given findings obtained, the researcher also sought to examine the techniques used to motivate employees in your organization, whereby the question was asked by way of interview method. This question was addressed by one of staff as indicated below;

**Findings:** *“Among the techniques which are used by the organization to motivate its employees may include but not limited to paying the employees what they are worth, provide them with good working environment, offers the opportunities for self development, foster the collaboration within the term and setting clear goals.*

Also the researcher also sought to examine possible factors that enhance employees’ motivation in the organization, whereby the question was asked by way of interview method. This question was addressed by one of staff as indicated;

**Findings:** *“According to my understanding, there are so many factors that could enhance employees’ motivation depending with nature of the task, therefore to mention but few these factors may include provision of both monetary and non monetary incentives, existence of good relationship with colleague, relation with leadership.*

In the line of the given findings obtained, the researcher also sought to examine whether employees’ motivation could have any benefit in the organization, whereby the question was asked by way of interview method. This question was addressed by one of staff as indicated bellow;

**Findings:** *“According to my understand, employees motivation is very beneficial as it allows the management to meet the organization’ goals. Without motivated work place, organization could be placed in a very risky position. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of service provision.”*

In the line of the given findings obtained, the researcher also sought to examine whether employees are motivated enough in the organization, whereby the question was asked by way of interview method. This question was addressed by one of staff as indicated below;

**Findings:** *“Yes! I think for my opinion, employees are sufficiently motivated in our organization since the organization have managed to a great existence to consider the significant impact of intrinsic and extrinsic motivational factors which have in turn enhanced the working morale of employees.”*

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This section presents a summary, conclusion and recommendations assess the impact of motivation on the employees' performance at Rabininsia Memorial Hospital, while based on the findings discussed in the previous chapter.

#### **5.2 Summary of the Findings Based on the Research Questions**

##### **5.2.1 Based on the Extent in Which Intrinsic Motivational Factors Affect the Employees' Performance at Rabininsia Memorial Hospital**

Based on the findings of the study, it can be summarized that majority of employees of Rabininsia Memorial Hospital are motivated when their supervisors recognize and appreciate their assigned task. It was observed that employees are motivated comparing their performance favorably to that of others motivates employees while at same time employees are motivated and inspired by added responsibility. It can be further summarized that usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees. However, it has been argued that although managers have tendency of adding duties to individuals for the purpose of inspiring them, yet most of the employees in different organization consider such action adding responsibility as a burden instead and some of them even complain to the management regarding the situation.

##### **5.2.2 Based on the Extent in Which Extrinsic Motivational Factors Affect the Employees' Performance at Rabininsia Memorial Hospital**

Based on the findings of the study it can be summarized that high employees

performance may be obtained from employees as a result salaries/incentives. It was also contended that salaries/incentives were found to be highly preferable in attracting, retaining and motivating employees and enhancing their performance. The study also discovered that RMH provides sufficient fringe benefits as a means of motivating employees' performance. However it was also discovered that RMH does not provide sufficient promotional benefits that enhance the performance of employees. Regarding the job security, the result revealed that the RMH does not provide enough job security to its employees.

### **5.2.3 Based on the Extent in Which Motivational Goal Setting Affects the Employees' Performance At Rabininsia Memorial Hospital**

Based on the findings of the study it can be summarized that the setting of goals/targets has greatly improved employees overall performance within the organization. It was also witnessed that employees get fair and constructive feedback regularly related to goals/targets. However it was discovered that employees have been experiencing some challenges in attaining their goals. It was also discovered that managers allow employees to participate in setting of goals/targets.

### **5.2.4 Based on the Techniques Used to Motivate Employees at Rabininsia Memorial Hospital**

Based on the findings of the study it can be summarized that, it was discovered that reward is more effective motivating technique when it is directly linked with performance. The results also found that management motivates employees by way of offering a positive work environment. Management provides individual and team incentives to employees as a way of motivation to all employees. it was also further



revealed that recognition to individual achievements was among the motivational technique used by management.

### **5.3 Conclusion of the Study**

This section has condensed the study findings summarized and discussed from the previous chapter respectively. The findings of the study were generally compared to the earlier studies whereby comparisons and distinctions were acknowledged. Future research opportunities and suggestions were discovered and argued with respect to the findings of the study.

#### **5.3.1 Conclusion of the Findings Based on the Extent in Which Intrinsic Motivational Factors Affect the Employees' Performance at Rabininsia Memorial Hospital**

Based on the findings of this study, the following conclusion was drawn regarding the effect of intrinsic motivational factors on the employees' performance. The results reveal that employees of Rabininsia Memorial Hospital are motivated when their supervisors recognize and appreciate their assigned task. The result further reveals that employees are motivated comparing their performance favorably to that of others motivates employees while at same time employees are motivated and inspired by added responsibility.

It can be in advance concluded that usually satisfied employees who are given higher roles and responsibilities work as motivators toward unsatisfied employees. However, it is argued that although managers have tendency of adding duties to individuals for the purpose of inspiring them, yet most of the employees in different

organization consider such action adding responsibility as a burden instead and some of them even complain to the management regarding the situation.

### **5.3.2 Conclusion of the Findings Based on the Extent in Which Extrinsic Motivational Factors Affect the Employees' Performance At Rabininsia Memorial Hospital**

Based on the findings of the study, the following conclusions were drawn regarding the extent in which extrinsic motivational factors affect the employees' performance at Rabininsia Memorial Hospital it can be concluded that high employees performance were obtained from employees as a result of salaries/incentives. The results of study reveal that salaries/incentives were found to be highly preferable in attracting, retaining and motivating employees and enhancing their performance. It was also realized that the RMH provides sufficient fringe benefits as a means of motivating employees' performance. Nevertheless the study reveals that RMH does not provide sufficient promotional benefits that enhance the performance of employees. While concerning the job security, the results further reveal that the RMH does not provide enough job security to its employees.

### **5.3.3 Conclusion of the Findings Based on the Extent in Which Motivational Goal Setting Affects the Employees' Performance at Rabininsia Memorial Hospital**

Based on the findings of the study, the following conclusion was drawn concerning extent in which motivational goal setting affects the employees' performance at Rabininsia Memorial Hospital. The results concludes that the setting of goals/targets had greatly improved employees overall performance within the organization. The

result also shows that employees get fair and constructive feedback regularly related to goals/targets. It was also revealed although managers allow employees to participate in setting of goals/targets, yet it was discovered that employees had been experiencing some challenges in attaining their goals.

#### **5.3.4 Conclusion of the Findings Based on the Techniques Used to Motivate Employees at Rabininsia Memorial Hospital**

Based on the findings of the study, the following conclusion were drawn concerning the techniques used to motivate employees whereby it was discovered that reward is more effective motivating technique when it is directly linked with performance. The results also establish that management motivates employees by way of offering a positive work environment and provides individual and team incentives to employees. It was also further revealed that recognition to individual achievements was among the motivational technique used by management.

#### **5.4 Recommendations of the Study**

In the light of the summary of the findings of this study and the conclusion above, the following are the recommendations drained from the study, which are put forward with the view of the impact of motivation on the employees' performance at Rabininsia Memorial Hospital.

##### **5.4.1 Recommendations to the Management of Rabininsia Memorial Hospital**

By considering the findings of the study, it is recommended to the management of Rabininsia Memorial Hospital that in view of the fact that the findings of the study explored, it should be taken into consideration by the management that motivation is

dynamic thus it change over time, therefore it is the responsibility of the managers to identify and react to these changes. Having a full understanding of what employees want to achieve as individuals, and showing them how to do it, is the main principle that if followed will help to build a strong, engaged and high performing team.

It should be taken into consideration by the management that extrinsic motivational factors such as salaries/incentives, job security, fringe benefit, promotional benefits and good working environment have a noteworthy impact on motivating employees to perform their duties and responsibilities assigned from their respective departments. However if the management of RMH once fails to provide to their employees adequate salaries/incentives, sufficient job security and fringe benefits, together with good working environment over years, then employees will be demotivated from undertaking their daily responsibility and hence their working performance will diminish. Although various studies have tried to explore different matters related to the impact of motivation on the employees' performance, yet there is still a long way to go to encourage the management of various private hospitals to determine in what extent motivation affects the performance of employees in the given private hospital.

#### **5.4.2 Recommendations for Further Research**

This research study provides an opportunity for further research as they have been identified from the presented and discussed research findings. However the limitations of this study create a number of opportunities for further research whereby the following areas for further research were discovered; The researcher recommends that, the comprehensive study should be conducted in determining the

impact of motivation on the employees' performance. The further comparative research among the private hospitals in Tanzania regarding the impact of motivation on the employees' performance needs to be conducted.

Since the study is the case study considering the nature of scope and limited to only one private hospital, however the findings of the study will not be necessarily applicable to the rest of the private hospitals in Tanzania. Therefore more studies should be conducted on the subject matter while taking a case of different private hospitals in order to compare/contrast if the findings obtained pertaining the same study topic will be either consistent or inconsistent.

In addition to the given areas for further research, this researcher also suggests that studies should be undertaken to establish what motivates employees while also there is a need for exploring the relationship existing between goal setting and motivation of employees. Although most of people are aware that motivation affects the employees' performance but yet, not everyone fully understands the extent in which intrinsic motivational factors, extrinsic motivation factors, and goal setting affect the performance of employees in the organization.

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## APPENDICES

### Appendix i: Questionnaire to the Staff of Rabininsia Memorial Hospital

**Dear respondent,**

My name is **Tumwebaze Joseline**, a Masters student from the Open University of Tanzania conducting an academic research on the *Impact of Motivation on the Employees Performance taking A Case Study of Rabininsia Memorial Hospital*.

This research is done in partial fulfillment for the award of a Degree of Master in Human Resource Management. You are kindly requested to facilitate my study by answering the following questions. I assure you that the information provided will be treated with utmost confidentiality and be used for academic purposes only. Your response will be highly appreciated.

**PLEASE NOTE:** Your name should not appear anywhere in this document

#### **Instructions on how to complete this form:**

Where there is box in any question below, please choose the correct answer. Where there are blanks, please fill in the blanks.

#### **PART A: Personal Information**

Dear respondent you are kindly requested to fill the information below.

1. Your Age

A. 25-35

B. 36-45

C. 46 and above

2. Your Gender

A. Male

B. Female

3. Name of the Department you are working .....

4. Your Working experience in years/months.....

**PART B: Study Questions**

**Question one: The extent in which intrinsic motivational factors affect the employees’ performance at Rabininsia Memorial Hospital?**

Please indicate to what extent you agree or disagree to the each of the following statements. Use the following rating scale where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly agree

	Statements	1	2	3	4	5
1	I feel motivated when supervisors recognize and appreciate my assigned task.					
2	I feel motivated by comparing my performance favorably to that of others.					
3	I feel motivated and inspired by added responsibility					
4	I feel motivated when cooperate with peer workers in fulfilling their goals					
5	I feel motivated when others recognize and appreciate my assigned task.					

**Question two: The extent in which extrinsic motivational factors affect the employees’ performance at Rabininsia Memorial Hospital**

Please indicate to what extent you agree or disagree to the each of the following statements. Use the following rating scale where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

	Statements	1	2	3	4	5
1	Salaries/incentives have the power to attract, retain and motivate individuals and cause higher performance					
2	The organization provides fringe benefits as a means of motivating employees performance					
3	The organization provides promotional benefits that enhance the performance of employees					
4	The organization provides job security to its employees as way of motivated them					
5	The organization has created good working conditions that enhance the performance employees					

**Question three: The extent in which motivational goal setting affects the employees' performance at Rabininsia Memorial Hospital**

Please indicate to what extent you agree or disagree to the each of the following statements. Use the following rating scale where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The setting of goals/targets has greatly improved my overall performance within the organization					
2	As an employee, I am regularly trained to acquire and improve my knowledge, skills and attitudes towards my work					
3	I get fair and constructive feedback regularly related to my goals/targets					
4	As an employee, I have difficult and challenging goals to meet at work					
5	As an employees, my goals/targets are realistic and achievable					
6	Managers allows employees to participate in setting of goals/targets					

**Question four: Techniques used to motivate employees**

Please indicate the answer to the question to what extent you agree or disagree to the each of the following statements. Use the following rating scale where 1= Strongly disagree, 2= Disagree, 3= Neutral, 4=Agree, 5= Strongly agree

	<b>Statements</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Reward is more effective motivating technique when it is directly linked with performance.					
2	The management practices professional job enrichment to its employees as a technique of motivating employees					
3	The management motivates employees by way of offering a positive work environment					
4	The management provides individual and team incentives to employees as a way of motivation to all employees.					
5	The management motivates employees by way of recognizing their individual achievements					

**Appendix ii: Interview guide questions for staff of Rabininsia Memorial**

**Hospital**

1. Do you think employees are motivated enough in your organization?
2. Do you think employees’ motivation could have any benefit in your organization?
3. How does the intrinsic motivational factors affect the performance of employees in your organization?
4. How does the intrinsic motivational factors affect the performance of employees in your organization?
5. How does the motivational goal setting affect the performance of employees in your organization?
6. What do you think could be the possible factors that enhance employees’ motivation in your organization?
7. What are the techniques used to motivate employees in your organization?

**Appendix iii: Timeframe for conducting research**

ACTIONS	September to December	January to March	April to May	JUN to JUL	JUL to AUG
Writing	<div style="display: flex; justify-content: space-between; width: 100%;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span><span>11</span><span>12</span> </div>	<div style="display: flex; justify-content: space-between; width: 100%;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span><span>11</span><span>12</span> </div>	<div style="display: flex; justify-content: space-between; width: 100%;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span><span>11</span><span>12</span> </div>	<div style="display: flex; justify-content: space-between; width: 100%;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span><span>11</span><span>12</span> </div>	<div style="display: flex; justify-content: space-between; width: 100%;"> <span>1</span><span>2</span><span>3</span><span>4</span><span>5</span><span>6</span><span>7</span><span>8</span><span>9</span><span>10</span><span>11</span><span>12</span> </div>

proposal	■	■	■	■																			
Collection of data					■	■	■	■															
Analysis and compilation of data									■	■	■	■											
Writing a report													■	■	■	■							
Submitting complete dissertation																							■

Source: Researcher plan, (2018).

#### **Appendix iv: Estimated Research Budget**

The following is the estimated research budget showing activities and amount of money required to complete the study, which were financed by the researcher

<b>ITEM</b>	<b>TOTAL</b>
<b>PERSONNEL</b>	
Meals during the study	950,000
<b>TRANSPORT</b>	
Transport to the area of the study	1,800,000
<b>STATIONARY</b>	
Printing of research report	135,000
<b>GRAND TOTAL</b>	<b>2,885,000/=</b>

**Source:** Researcher design, (2018).