

**EXAMINING THE ROLE OF MOTIVATION ON EMPLOYEES'
PERFORMANCE: A CASE STUDY OF PIVOTECH COMPANY LIMITED IN
DAR ES SALAAM**

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**A DESSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCES MANAGEMENT (MHRM) OF THE OPEN UNIVERSITY OF
TANZANIA**

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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation entitled: **“Examining the role of motivation on employees’ performance: A Case Study of Pivotech Company Limited in Dar es Salaam”** in partial fulfillment of the requirements for the Degree of Master of Human Resources Management (MHRM) of Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **Ebenezery Humphrey Kombe** do hereby declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Masters in Human Resource Management (MHRM).

.....

Signature

.....

Date

DEDICATION

This work is dedicated to the following individuals;

My lovely wife, Mrs. Adventina Ebenezery Kombe for her close support, encouragement and wishes during my study and life at large.

My lovely parents, Mr. & Mrs. Humphrey Gerson Kombe for their never-ending support and encouragement throughout my life is an everlasting gift.

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ABSTRACT

The study was conducted to examine the role of motivation on employees' performance in private sector, Pivotech Company Limited being a case study. The specific objectives of this study were a) To examine the relationship between promotion and employees' engagement in Pivotech Company Limited. b) To examine the relationship between employees' compensation and employees' engagement in Pivotech Company Limited. c) To examine the relationship between training and development and employees' engagement in Pivotech Company Limited. The study covered two variables (independent and dependent variables). The total population in this study was 150 employees, in which 109 respondents used as sample of study. The sampling designing used were stratified, simple random and purposive. The methods of data collection used were questionnaire, interview and documentary review, the data was analyzed by using SPSS. This study was centered on three main theories; a) Maslow hierarchy of needs b) Fredrick Herzberg: Motivation-hygiene c) Mc- Gregory's X and Y theories, however a researcher used Maslow hierarchy of needs as the theory of study. The research designs applied were case study and descriptive. Researcher decided to use both qualitative and quantitative research approaches. This study revealed that, the Company has no promotion policy which is used to promote employees basing on merit or seniority. The Company does not practice consistently annual salary increment to its employees. There is no training policy at Pivotech Company Limited. The study concluded that, the company should initiate a promotion policy for its employees which state the bases for someone to be promoted. The company should design a good training policy which can guide the training programs. The Company should implement employee's welfare guideline effectively and consistently.

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMNT	vi
ABSTRACT.....	vii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Overview	1
1.2 Background to the Study	1
1.3 Statement of Research Problem	3
1.4 Research Objectives	5
1.4.1 General Research Objective	5
1.4.2 Specific Research Objectives	5
1.5 Research Questions	5
1.6 Relevance of the Research	6
1.7 Scope of the Study	7
1.8 Organization of the Study	7

CHAPTER TWO	8
LITERATURE REVIEW	8
2.1 Overview	8
2.2 Conceptual Definition	8
2.2.1 Motivation	8
2.2.2 Extrinsic Motivation.....	9
2.2.3 Intrinsic Motivation.....	9
2.2.4 Performance	9
2.2.5 Job Satisfaction	9
2.3 Theoretical Analysis.....	10
2.3.1 Theories of Motivation.....	10
2.3.2 Abraham Maslow: Hierarchy of Needs.....	11
2.3.3 Frederick Herzberg: Motivation-Hygiene.....	12
2.3.4 Mc-Gregory's X and Y Theories	13
2.4 Empirical Analysis of Relevant Studies.....	14
2.4.1 General Studies	14
2.4.2 Studies in African Countries	15
2.4.3 Empirical Studies in Tanzania	17
2.5 Research Gap Identified	19
2.6 Conceptual Framework	20
2.7 Research Hypothesis	21
2.8 Theoretical Framework	21
2.9 Chapter Summary.....	21

CHAPTER THREE	22
RESEARCH METHODOLOGY	22
3.1 Overview	22
3.2 Research Design.....	22
3.3 Research Approach	23
3.4 Study Population	23
3.5 Area of the Research	24
3.6 Sampling Designing and Procedures	24
3.7 Variables and Measurement Procedure.....	26
3.8 Methods of Data Collection	26
3.8.1 Questionnaire	27
3.8.2 Interview	27
3.8.3 Documentary Review.....	27
3.9 Data Processing and Analysis	28
3.10 Validity and Reliability of Research Instruments	28
3.11 Ethical Consideration.....	29
3.12 Chapter Summary.....	29
CHAPTER FOUR.....	30
FINDINGS AND DISCUSSION	30
4.1 Overview	30
4.2 Demographic Characteristics of Respondents	30
4.2.1 Respondents' Gender	30
4.2.2 Respondents 'Age	31
4.2.3 Respondents' Education Level.....	31

4.2.4	Respondents' Department	32
4.2.5	Respondents' Work Experience	33
4.3	Relationship between Promotion, Recognition and Employees' Engagement.....	34
4.3.1	Awareness on Presence of Promotion Policy.....	34
4.3.2	Promotion Since Joining the Company	34
4.3.3	Recognition Since Joining the Company	35
4.3.4	Influence of Promotion and Recognition to Employees' Engagement	36
4.4	Relationship between Employees' Compensation and Employees' Engagement.....	38
4.4.1	Annual Salary Increment.....	39
4.4.2	Employees' Benefits	39
4.4.3	Contribution of Employees' Compensation to Work Engagement.....	40
4.5	Relationship between Training and Development and Employees' Engagement.....	41
4.5.1	Training Programme Attendance	42
4.5.2	Contribution of Training Programmes on Knowledge, Skills and Abilities....	42
4.5.3	Contribution of Training and Development on Employees' Engagement.....	43
4.6	Regression Analysis on the Role of Motivation on Employees' Performance	44
4.6.1	The Relationship between Promotion and Recognition and Employee's Engagement.....	45
4.6.2	The Relationship between Compensation And Employee Engagement.....	46

4.6.3	The Relationship between Training and Development and Employees’ Engagement.....	47
CHAPTER FIVE		49
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS		49
5.1	Overview	49
5.2	Summary of Findings.....	49
5.3	Implications of the Study Findings	51
5.4	Conclusions	52
5.5	Limitation of the Study	53
5.6	Recommendations	53
5.7	Further Research Studies.....	54
REFERENCES.....		55
APPENDICES		58

LIST OF TABLES

Table 3.1: Population Distribution.....	24
Table 3.2: Sample Size Distribution	26
Table 4.1: Gender of Respondents.....	30
Table 4.2: Age of Respondents.....	31
Table 4.3: Respondents' Education	32
Table 4.4: Respondents' Departments	33
Table 4.5: Respondents' Experience with Pivotech Company Litited	33
Table 4.6: Promotion Since Joining Pivotech.....	34
Table 4.7: Recognition Since Joining Pivotech	35
Table 4.8: Influence of Promotion and Recognition to Engagement.....	37
Table 4.9: How Promotion and Recognition Influence Engagement	38
Table 4.10: Salary Increment.....	39
Table 4.11: Employees' Benefits at Pivotech	40
Table 4.12: Contribution of Compensation to Employees' Engagement	40
Table 4.13: Training Programme Attendance.....	42
Table 4.14: Contribution of Training Programmes.....	43
Table 4.15: Training and Development Influence on Employees' Engagement	44
Table 4.16: Strength of the Model	45
Table 4.17: Results of the Relationship between Variables.....	46
Table 4.18: Results of the Relationship between Variables.....	46
Table 4.19: Correlations.....	47

LIST OF FIGURES

Figure 2.1: Conceptual Framework 20

LIST OF ABBREVIATIONS

Ha	Alternative hypothesis
Ho	Null hypothesis
IT	Information Technology
MoCU	Moshi Cooperative University
NOC	Network Operation Center
PDP	Performance Development Programme
SHEQ	Safety, Health and Quality
SPSS	Statistical Package for Social Science
TANESCO	Tanzania Electric Supply Company Limited
TPB	Tanzania Postal Bank
TNA	Training Needs Assessment

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter provided the blue print to examining the role of motivation on employees Performance in the private sector centered at Pivotech Company Limited. It described the background of the study; statement of the research problem; research objectives, research questions, relevance of the study and organization of the report.

1.2 Background to the Study

The management of people at work is an essential part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are one and the same. Some managers do not increase in value the fact that employees have to be motivated to put in their best so that the goals and objectives of the organization can be achieved. Roberts (2005) reported that the manager's job is to ensure the work done through employees is possible, employees are supposed to be self-motivated towards work rather than being directed all the time. Performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Meyer and Peng 2006).

The term motivation is derived from the Latin word 'movere' which means to move (Baron, Henley, McGibbon and McCarthy, 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).

Motivation is very important for organizations to function, without motivation employees will not build their best and the company's performance would be less efficient. Also, Motivation is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it. By motivating the work force, management creates will to work, which is necessary for the achievement of organizational goals (Chhabra, 2010; Cole, 2004).

According to Stanley (2012), in today's marketplace, where companies seek a competitive edge, motivation is key for talent retention and performance. No matter the economic environment, the goal is to create a workplace that is engaging and motivating, where employees want to stay, grow and contribute their knowledge, experience and expertise.

The role of the Human Resource Manager is evolving with the change in competitive market environment and the realization that Human Resource Management must play a strategic role in the success of an organization. Organizations that do not place emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resource, Mmakasa (2007) noted that good salary, good physical working conditions, recognition and many other factors if well considered one's motivation will be boosted resulting into higher performances.

With the increase in competition, locally and globally, organizations must become more adaptable, resilient, agile, and customer-focused to succeed. By motivating the work force, management creates 'will to work' which is necessary for the achievement of organizational goals (Chhabra, 2010; Cole, 2004).

This research gave an highlight on how motivation can meet the challenges of workplace diversity, how to motivate employees through gain sharing and executive information system through proper planning, organizing, leading and controlling their human resources and to make recommendations on how employees could be effectively motivated in both private sectors for result-oriented performance and national development. One of the biggest factors affecting performance of employees in an organization is poor motivation (Gupta, 2008).

Therefore, I was really motivated to carry out this study so as to know exactly the factors leading to high performance as well as causes of low performance and how will help management in their decision making. Also, through this study to be able to use motivation not just for the sake of it but to know how, when and what type of motivation to use so as to achieve maximum performance of staff.

1.3 Statement of Research Problem

The performance of the organization and employee motivation has been the heart of the research effort in recent times (Manyenga F.B, 2016). How strong an organization motivates its workers in order to meet their mission, vision and mandate is of dominant concern. Motivation is crucial for organizations to function; without motivation employees will not put up their best and the company's performance would be less efficient (Halepota 2005). This is evident where in recent times the labor front has been plagued with a plethora of industrial unrests.

Some organizations have been known to experience a high staff turnover despite offering above average salaries. As the world and local business competitiveness,

increase, it is vital for any business entity, and mainly for those in early development countries with inadequate skills, wealth, like Tanzania, to make certain that it increases and keeps workers who are faithful, devoted and talented workforce on an expected basis.

A faithful, Dedicated and able worker takes for granted as employees who are comfortable with the work that they do, and who are as a result confident and positive to continue their bond with that organization. Lather and Jain, (2005) proposed that motivated employees are the basis of any organization performance, because they possess an awareness of specific goals that must be achieved in particular ways and they therefore direct their efforts towards achieving such goals.

The main question that this research seeks to address is how employee's performance can be enhanced against the backdrop of motivational challenges in the private sector especially in private workers are always distressing for better conditions of services. I have attracted to this topic of study and I chose this Company so as to assist or advice in the development of effective managerial strategies and policies that can help in improving the administration and realization of Pivotech goals.

Also, the advice to the Pivotech Management to identify the motivational factors and their problems and can be used in the improvement of management concerning employee's needs, issues of welfare and motivation of employees and enhance their performance for a better and deliverance of good services and more informed on what practices are most effective in motivating their employees. This study therefore, was

setting out to investigate the role of motivation towards employee performance using Pivotech Telecom and Construction Company as a case study.

1.4 Research Objectives

1.4.1 General Research Objective

The general objective of the study was to examine the role of motivation on employees' performance in Pivotech Company Limited.

1.4.2 Specific Research Objectives

- (i) To examine the relationship between promotion and employees' engagement in Pivotech Company Limited.
- (ii) To examine the relationship between employees' compensation and employees' engagement in Pivotech Company Limited.
- (iii) To examine the relationship between training and development and employees' engagement in Pivotech Company Limited.

1.5 Research Questions

The study was set out to answer the following research questions in relation to the roles of motivation on employee's performance at Pivotech Company Limited

- (i) What is relationship between promotion and employees' engagement in Pivotech Company Limited?
- (ii) What is relationship between employees' compensation and employees' engagement in Pivotech Company Limited?
- (iii) What is the relationship between training and development and employees' engagement in Pivotech Company Limited?

1.6 Relevance of the Research

The study will be of huge benefit to the employees of Pivotech Company and the Management of Pivotech Company that highlighted how the concept of motivation on employee' performance is valued and understood and the need for all to pay attention to a variety of motivation issues or financial incentives for employees.

The study has brought to light the different forms of motivation, which will inform the design of appropriate measures aimed at bringing out the best in employees with regard to job performance.

Furthermore, the factors leading to high performance as well as causes of low performance helped to inform management in their decision making. Administrators was helped through this study to be able to use motivation not just for the sake of it but to know how, when and what type of motivation to use so as to achieve maximum performance of staff.

The findings of this study suggested in the development of effective managerial strategies and policies that can help in improving the administration and realization of Pivotech goals. Also, the findings provided the advice to the Pivotech Management to identify the motivational factors and their problems and can use it in the improvement of management concerning employee's needs, issues of welfare and motivation of employees and enhance their performance for a better and deliverance of good services and more informed on what practices are most effective in motivating their employees.

1.7 Scope of the Study

The study focused on the examining the role of motivation on employee' performance in Private Sector in Tanzania. The study was conducted in Pivotech Company Limited in Dar es Salaam because the place making easy access to the data required. The study was conducted in two months.

1.8 Organization of the Study

This chapter of research report gave an overview of how motivation influences employees' performance in private sector. The chapter also provided information on the background and statement of the problem, research objectives, research questions and the relevance of the research. In the next chapter, the researcher reviewed literature based on aspects that role of motivation on employee performance and its impact on performance with chapter three looking at the research methodology adopted. Chapter four presents the findings and discussion of the findings while Chapter Five presents the conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter contained reviews of literature on role of motivation on employees' performance in the private sector in Tanzania. It presented a review of significant theoretical and empirical literature in relation to the research question analyze. Hart (1998) emphasizes that without a review of literature one will not be able to acquire an understanding of the topic under study.

Most institutions and organizations strive to improve quality service and performance of their products, service, internal or external operations. The reason for this can vary depending on the goals of the company or the organizational. Important goals could be to ensure a firm and stable work environment to promote good work performance. The competition between institutions and organizations can be a difficult task, making it difficult to reach higher goals and development (Bolman, 1997).

2.2 Conceptual Definition

2.2.1 Motivation

Motivation has been derived from the word 'motive' meaning, needs, desires, wants or drives 0within the people. It is the process of stimulating people to make the desired goals (Management Study Guide). Motivation refers to the way a person is enthused at work to intensify his desire and willingness to use his energy for the achievement of organization's objectives. It is something that moves a person into action and continues him in the course of action enthusiastically. Rockson (2005)

defined motivation as the inner drive that energizes an individual to do something. He added that, motivation elicits, controls, and sustains a goal-directed behaviour. It can come from the enjoyment of the work itself and/or from the desire to achieve certain goals e.g. earn more money or achieve promotion.

2.2.2 Extrinsic Motivation

According to Sansone & Harackiewicz (2000), extrinsic motivation results from the attainment of externally administered rewards, including pay, material possessions, prestige, and positive evaluations from others

2.2.3 Intrinsic Motivation

Intrinsic motivation is an inducement derived from within the person or from the activity itself and, positively affects behavior, performance, and well-being (Ryan & Deci, 2000). In contrast to extrinsic motivation, intrinsic motivation is said to exist when behavior is performed for its own sake rather than to obtain material or social reinforces.

2.2.4 Performance

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

2.2.5 Job Satisfaction

Job satisfaction is how fulfilled a person is from the job that they perform. It is linked with performance, motivation, absenteeism, mental/physical health and general life

satisfaction of a particular employee (Saleem, 2011). Several Job Satisfaction studies have found that Job Satisfaction has a strong impact on Job performance, nonappearance, turnover, and psychological disorders (Storey, 2013). A number of research findings as cited by (Ismail, Guatleng, Chhekiong, & Ibrahim, 2009) have suggested a positive relationship between motivation and job satisfaction to the extent that Kreitner and Kinicki (2001), suggest that managers can potentially enhance employee motivation through employee job satisfaction. Jepsen (2003) posits that almost every worker tries to find satisfaction in his work, especially if the job matches his occupational choices he will nearly attain job satisfaction.

2.3 Theoretical Analysis

2.3.1 Theories of Motivation

Motivation is a complex phenomenon. Theory will be attempted to explain how motivation works. In management circles, probably the most popular explanations of motivation are based on the needs of the individual (Bright, 2000). The basic needs model, referred to as content theory of motivation, highlights the specific factors that motivate an individual. In short, all people have needs that they want satisfied (Bright, 2000). Some are *primary needs*, such as those for food, sleep, and water needs that deal with the physical aspects of behaviour and are considered unlearned. These needs are biological in nature and relatively stable. Their influences on behaviour are usually obvious and hence easy to identify (Bright, 2000). *Secondary needs*, on the other hand, are psychological, which means that they are learned primarily through experience. These needs vary significantly by culture and by individual (Bright, 2000).

Secondary needs consist of internal states, such as the desire for power, achievement, and love. Identifying and interpreting these needs is more difficult because they are demonstrated in a variety of ways (Bright, 2000). Secondary needs are responsible for most of the behaviour that a supervisor is concerned with and for the rewards a person seeks in an organization (Bright, 2000).

The following are the motivational theories that were discussed in the research.

- (a) Abraham Maslow: hierarchy of needs
- (b) Frederick Herzberg: Motivation-Hygiene
- (c) Mc-Gregory's x and y theories

2.3.2 Abraham Maslow: Hierarchy of Needs

Maslow (1943) was the first to use people's needs in motivation theory. He worked with individuals having neurotic ailments and assessed their hierarchy of needs in 1943. Maslow's theory on motivation has attracted management theorists. Five needs rank in a hierarchical order from lowest to highest. The hierarchies of needs according to Maslow are the following:

(i) Physiological Needs

The basic physical needs for sustaining the human life. For example, food, water, sleep, medicine, education etc.

(ii) Safety Needs

To be free of physical danger and of the fear of losing a job, property, food or shelter and to protect against any emotional harm. To have a safe home, secure income, sufficient salary, benefits and medical insurance.

(iii) Social Needs

Because people are social beings, they need to belong and be accepted by others. They like to have family and friends. People try to satisfy their need for affection, acceptance and friendship. Interaction and cooperation with co-workers and leaders.

(iv) Esteem Needs

To be held in esteem both by themselves and by others. This kind of need produces such satisfaction as power, prestige status and self-confidence. It includes both internal esteem factors like self-respect, autonomy, achievements and external esteem factors such as status, recognition and attention.

(v) Self-actualization

This is the highest need in Maslow's hierarchy. This need is to fulfill one's potential and self-fulfillment and maximize one's potential and to accomplish something. Employees in this rank try to maximize their knowledge, skills and performance to do a good job.

2.3.3 Frederick Herzberg: Motivation-Hygiene

In 1959 Herzberg, Mausner and Snyder man processed a research concerning motivation to work. Theory developed from this research proposal concerns hygiene factors, which are necessary for the employee to experience but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates.

Herzberg argues that intrinsic job factors are motivating, whereas extrinsic factors only placate employees. In this theory, there are two group factors. The first one is

motivating factors or satisfaction and the second one is hygiene factors or dissatisfaction. According to Herzberg, the workers get motivated when they are responsible for their work. He also proposed that managers can give their employees more authority to their job and offer them direct and individual feedback in order to motivate and help employees to connect to their work (Wirralmet, 2007). He also recommended that the job should have sufficient challenges to utilize the full ability of the employee. If the job is not sufficiently challenging enough and not used for an employee's full abilities, the company should replace the employee with the one who has a lower level of skill to do the job (Shah and Shah, 2007).

2.3.4 Mc-Gregory's X and Y Theories

This theory proposes two alternative and extreme views to see the human being: Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman *et al.*, 1997). Theory Y on the other hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy.

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development. Management's goal is to make the employee happy and satisfied with their work and performance (Bolman *et al.*, 1997; Matteson 1999).

The theories remain as a guiding principle of positive approaches for management, to organizational development and to improve organizational culture. MacGregor suggested that there exist two sets of employees (lazy and ambitious employees) with lazy employees representing theory X, hard and ambitious workers representing Y. According to him, the lazy employee should be motivated to increase performance in an organization. Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal, he will turn to be a low producer and hence needs to be motivated.

2.4 Empirical Analysis of Relevant Studies

It is obviously evident that, the number of researches has been done regarding this type of study, so the following are the analysis based on general studies, studies in African countries and empirical studies in Tanzania.

2.4.1 General Studies

According to Taylor et al (2008) on his study, which further the assessment on factors, which influence teacher's performance suggested that no single individual person can motivate others but can only create conditions for others to have self-motivation. The study revealed that motivated employees tend to play essential roles within an organization whereby making them essential and beneficial.

Sanzota (1997) on his study discovered that motivating employees is thus not an easy task. Employees are likely to be motivated in diverse ways taking into consideration

their various levels, positions or ranks and preferences within the organization. For example, in one hand some employees may be motivated when entrusted with many responsibilities and being allowed the freedom to take contingency decisions (non-monetary motivations) whilst in the other hand may prefer most the monetary rewards.

McClelland (1988) on his study recommended on specific areas managers can take action towards their subordinates to become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. He suggested that by providing financial security, healthy workforce, exploring various opportunities to socialize and recognize employees' accomplishments both may contribute in satisfying employees which in turn increase their performance. The authors (Stuart, 1992; Koch, 1990) in their studies all suggested that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback.

2.4.2 Studies in African Countries

Waiyaki E. W (2017), her study at Pam Golding Properties Limited, Nairobi on the effect of motivation on employee performance suggested that relying on the non-monetary incentives such as recognition and involvement in goal setting were not satisfactory to make employees at optimal motivated to work. The study showed that the employees were unhappy with the level of pay they received, failing to maintain competitive benefits package, dissatisfaction salaries, the non-use of use monetary rewards like allowances and commissions and uncompetitive pays to other companies in the industry.

The study showed that the employees placed high importance on money because they believe it is a crucial incentive to work motivation considering there were no pay policy that attracted and retained high performing employees. In concluding her study, Waiyaki E. W (2017) suggested that if there were a profit-sharing scheme under implementation, it would have been a crucial motivating factor for employees and therefore monetary incentives were rewarding mostly towards employees' motivation to work.

Opu Stella (2008) on her study at Kitgum district in Uganda, which concentrated on the motivation, measures and the improvement of workers' performance revealed that most of workers were not performing well because monetary incentives such as salaries and allowances were very inadequate and not able to meet people's basic needs. Management gaps such as weak team work among managers and subordinates also affected the performance of employees. However, in concluding her study suggested that intrinsic motivators such as achievement, advancement, responsibility and recognition were identified to be well expressed in the district but were not enough to influence performance in absence of monetary incentives and tangible rewards.

Insimire Patricia (2011) who studied on the Motivations and Employees performance on sales at Niko Insurance Uganda revealed that, there was various motivation techniques such as promotion, delegation of authority, participation in decision making, bonus and commission to good performers which were confirmed to have affected positively the sales performance of employees. The study revealed that employees' performance on sales were highly caused by set of non-monetary

incentives such as the presence of quality in supervision, increased employee commitment, level of employees' education, condition under which they perform their duties, the quality and management of operations and the number of hours worked.

Richard B (2014) conducted research on the effect of motivation on employees' performance: Empirical Evidence from the Brong Ahafo Education Directorate. The study revealed that the employee performance is determined by the education, development and training to acquire a certain level of qualification which implied that when one goes through education will enhance his working ability all other things being equal. Also, the study shows that experience is a great asset that can improve an employee's performance and the longer the number of years' experience the higher the level of performance.

The study also showed that working environment and compensation package of either monetary or non-monetary given to employee influenced employees' performance. Also other discovered important non-monetary incentive factors such as job security, support receive from other colleagues; age and health condition; and expectation of retirement and other benefits all determined performance.

2.4.3 Empirical Studies in Tanzania

Erick Buberwa (2015), on the 'Role of Motivation on Academic Staff Performance in Tanzania Public Universities: Underpinning Intrinsic and Extrinsic Facets 'the study cased at Moshi Cooperative University (MoCU) revealed both intrinsic and extrinsic aspects of motivation play undeniable role in boosting academic staff performance.

Aspects like salary, allowances, good working conditions, recognition and career advancement emerged vividly during the course of research and all academic staff sampled concurred to their positive role in enhancing high performance. The study found both extrinsic and intrinsic aspects for motivating academic staff were available at MoCU. These aspects were central to performance. The extrinsic aspects were salary, allowances and working conditions whereas intrinsic aspects were career advancement and recognition. It was evidenced that these motivational aspects played a crucial role in enhancing academic staff performance.

Masalu Telesphory (2015) who studied on the impact of motivation on employee performance in Tanzania case of TANESCO Tabora regional revealed that 60.0% of respondents said that through motivation package work will expected to be done effectively and efficiently, 27.0% respondents who argued motivation package influence them to perform their duties under minimum supervision and the remained 13.0% said that the motivation package influenced them to work hard.

According to the study employer designed different motivation package available to workers according to level or position, whereby some were given housing allowances as a motivation, transport allowances and others PDP bonus, which is including best worker of the year. This has been connected to Lindner (1998) in his study, which found that good working conditions as not sole incentive to motivate the employees however, determine the employees' performance and productivity. In concluding his study, it was revealed that better salaries and good working conditions are considered to be the major motivational factors that can influence employee's job performance better in the work.

Mohamedi, Buguza M (2013) whose study stretched on the Impact of employee motivation on job performance in banking sector; a case of TPB bank revealed that the majority of respondents were argued since the reason why people do work is to secure as much income as possible to give them financial strength to overcome life human needs, high purchasing power and surpluses for savings. The study suggested that majority of employees considered monetary incentives (salary increment) as the first and major motivational factor that motivates them towards job performance.

The study showed that the effect of salary increment to employees was seen on the high level of loyalty by employees to bank, improvement in customer services and public relations activities in branches of which is good for the bank. Moreover, the study suggested that good working environment including well renovated office branches, modern office equipment and furniture's posed good attracted customers to do business hence brighten the image about the bank to its customers as well as to make employees feel comfortable working with the bank, hence increase bank performance.

2.5 Research Gap Identified

From the above discussion, it can be seen that various researches conducted revealed that there are direct links between employees' performance and motivation, who interchangeably lied on both extrinsic and intrinsic motivational incentives (McClelland, 1988; Waiyaki E. W, 2017; Insimire Patricia, 2011; Richard B, 2014; Masalu Telesphory, 2015; Mohamedi, Buguza M, 2013) in banking, parastatal organ, manufacturing and academia industries.

The revealed findings still bring contradiction because researchers were not only focused on different variables in different industries but also no consensus about whether it is monetary incentives or non-monetary factors determine the employee motivation and productivity. Hence, the current research aims at throwing light into these research gaps whereby research findings, conclusion and recommendations from this study relied on.

2.6 Conceptual Framework

Antonioni (1999) stipulated that the amounts of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied. There is indirect relationship between independent variables and dependent variable and direct link between independent variables and dependent variable. The role of motivation in the employees' performance has been shown clearly below.

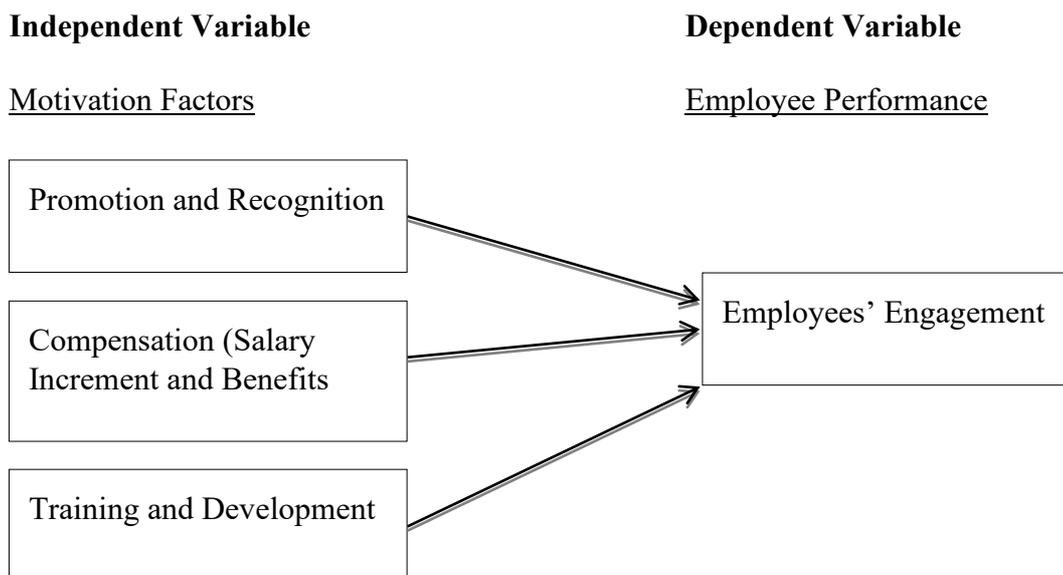


Figure 2.1: Conceptual Framework

Source: Researcher's own construct (2020)

2.7 Research Hypothesis

The study developed the following hypothesis;

Ha: There is a positive relationship between promotion/recognition and employees' engagement.

Ho: There is no positive relationship between promotion/recognition and employees' engagement.

Ha: There is a positive relationship between employees' compensation and employees' engagement.

Ho: There is no positive relationship between employees' compensation and employees' engagement.

Ha: There is a positive relationship between Training and development and employees' engagement.

Ho: There is no positive relationship between Training and development and employees' engagement.

2.8 Theoretical Framework

The independent variables in this study are; promotion and recognition, salary increment and benefits, training and development which all together are expected to lead into motivation. The dependent variable is employee's engagement, which will measure the employee performance.

2.9 Chapter Summary

This chapter presented a preview of pertinent literature on role of motivation on employee performance in private organizations and various research theories has been presented. The next chapter presents essential research methods used to carry out the report.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This part presented the methodology and technique that were employed in conducting the study. It gave details on the following components, research design, and area of the study, study population, sampling techniques and sample size, sources of the data and collection tools.

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

3.2 Research Design

Research design is an arrangement of conditions for data collection and data analysis in a manner that aim to combine relevance to the research purpose as well with economy in procedure according to (Frank and Nachimias, 1996). This study used case study research design to collect the needed information from Pivotech Company Limited. A case study focuses on one organization selected from the total population of organizations in the same industry (Kapel, 2015). Cooper and Schindler (2011) state that a case study is designed as a learning vehicle with specific educational objectives in mind; it places more emphasis on a full contextual analysis of fewer events or conditions and their interrelations.

Descriptive research design was used in this study. Descriptive research involves gathering data, describes phenomenon and then organizes, tabulates, depicts and describes data collection, in the form of graphs and charts, in order to help the reader, understand the distribution of data (Cooper and Schindler, 2011).

3.3 Research Approach

Creswell (2009) noted that research approach refers to general course to how research should be conducted. It may be qualitative, quantitative or both. Qualitative approach aims at revealing the behaviour and perceptions of audience while referring to the study topic. The approach involves studying small group of people deeply and its results are descriptive in nature (Kothari, 2009). The quantitative research approach involves investigating facts which are observable using statistical techniques. This approach collects and analyses the numerical data (Kumar, 2002). The researcher decided to use mixed approach by virtue of nature of data, which were both numerical and descriptive. Using the mixed approach offsets the weaknesses of using each approach by itself as noted by (Goddard and Melville, 2001).

3.4 Study Population

The study population refers to the total collection of elements which one would like to study or make inferences (Cohen, Manion and Morrison, 2013). The study population composed of a total of 150 employees of the organization. The population aspect however refers to the individual participant or object on which the measurement is taken; it is the unit of study (Cooper and Schindler, 2011). The population of this study comprised of all the employees of Pivotech Company Limited, Tanzania (150 in

total), because they are the foundation of the study and provided the relevant answers to the research questions.

Table 3.1: Population Distribution

UNIT/DEPARTMENT	EMPLOYEE NUMBERS
Executive Management	4
Power and Energy	55
Project	6
Civil and Building	6
SHEQ	9
NOC	18
Fleet	38
Supply Chain	3
Human Resources and Administration	6
Finance	3
IT	2
TOTAL	150

3.5 Area of the Research

The study focused on examining the role of motivation on employee's performance in the private sector/organization. The study was carried out at Pivottech telecom and contracting company. The reason for selecting this area is that is the one of big Telecom and Construction Company in Tanzania which deals with Civil and Constructions Works, Power Generators, Air Conditioners and Refrigeration. This interested the researcher to examine what role has motivation of the company plays in their performance.

3.6 Sampling Designing and Procedures

This refers to the number of items to be selected from the universe to constitute a sample (Kothari, 1990). The size of the sample is essential in any research study its goal is to make use of it and later infer the entire population as it is very costly to involve the entire population. It is not possible to collect data from everyone in a

community in order to get valid findings (Mack, 2011). Stratified sampling, Simple random sampling and purposive sampling were used to obtain respondents to the study.

Stratified sampling technique was used to control number of employees required to be selected from each department of the population. Therefore, every department had a chance of being represented in the study. For simple random sampling, names of all individuals in each department were written in separate pieces of paper and mixed in a small box. Then the researcher randomly picked the pieces of paper depending on the number of respondents needed from the respective department.

This sampling method was used so as to give each employee in each department an equal chance of being included in the sample and therefore avoid biasness in data collection. The purposive sampling technique was employed to select Managing Director, General Manager, Civil works Director, Civil and building manager. These respondents were selected purposively because of their professionalism and their direct involvement in employees' motivation and performance.

A sample size of 109 respondents will be used for the study. This sample is selected through the Yamane's formula (cited in Israel, 1992). The reasons for the below distributions are due to time limitation that I can't conduct the research to all population.

Formula sample, Yamane's formula (cited in Israel, 1992).

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

Where by margin of error (e) = 0.05, N is the total population, n is sample size.

Table 3.2: Sample Size Distribution

UNIT/DEPARTMENT	SAMPLE SIZE
Executive Management	4
Power and Energy	45
Project	5
Civil and Building	6
SHEQ	8
NOC	14
Fleet	15
Supply Chain	3
Human Resources and Administration	5
Finance	2
IT	2
TOTAL	109

3.7 Variables and Measurement Procedure

A letter was addressed to the management of the Pivotech Company requesting for permission to carry out the research. A tailor-made questionnaire was developed by the researcher, specifically for the study. The data collection method used was structured questionnaire and more specifically a self-administered one. The questionnaire was pre-tested with selected respondents before being administered to all the employees. Statement of assuring anonymity was included in the questionnaire. In order to improve returns (response rate), the researcher employed the drop and pick later method and stationed a drop box at the office.

3.8 Methods of Data Collection

Various methods of data collection were used in this study. Primary data was collected using interviews and questionnaires methods while secondary data were collected using documentary review method.

3.8.1 Questionnaire

A research questionnaire was used to gather data consisted questions that necessary for respondents to answer, this enabled to obtain direct information from respondents. A number of questionnaires were distributed to earmarked 104 respondents and later returned to the researcher. The researcher administered all the distributed questionnaires and provided assistance when respondents faced difficulties in responding or understanding the provided questionnaires.

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

3.8.2 Interview

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

3.8.3 Documentary Review

Yin (2013) noted that, this method seeks kind of information that may takes many forms such as letters, emails, manuals, acts, news articles, reports, empirical researches, articles and newspapers publications. Documentary review method was used to collect secondary data from documents relevant to this study. The reviewed documents were employees' welfare guideline, remuneration policy and motivational plan.

3.9 Data Processing and Analysis

The purpose of data analysis is to reduce accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler, 2011). The data collected was coded and captured into the computer for analysis using Statistical Package for Social Sciences (SPSS).

The data was presented in a convenient and informative way including frequency tables and charts for easier analysis and interpretation. Descriptive statistics based on frequency tables and graphs were used to provide information on demographic variables. The descriptive statistics that was used in the study based on tables of frequency distribution and graphical presentation for the responses of work. Inferential statistics also used as various formulas adopted.

3.10 Validity and Reliability of Research Instruments

The study considered the validity and reliability of its instruments. Validity tests the quality of the research instruments in terms of accuracy, correctness, truth and righteousness (Nyenzi, 2010) while Joppe (2000) defined reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The instruments used to collect data were put into test for determining if they will produce the correct information from respondents.

During the test which was done inform of a pilot study the researcher found that some of the respondents were not very conversant with the English language and terms used

in the English questionnaire. Hence, the researcher had to translate the English questionnaire to Swahili questionnaire.

3.11 Ethical Consideration

In this study, the obligation to protect the rights of people as well as their privacy and sensitivity was observed. The confidentiality of those involved in this study was considered by keeping their privacy secure. All of these ethics was honored. To avoid plagiarism works of other authors were cited.

3.12 Chapter Summary

In this chapter, the methods used to carry out the research were sampling design, sampling frame and sampling technique. The researcher conducted a case study and administered a questionnaire to each respondent. The study based entirely on primary data collected from the respondents. After the data collected, the researcher used SPSS to analyze and derive the findings.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

This chapter is organized into two main parts: The first part shows the demographic characteristics of respondents, while the second part includes the analysis, presentation and discussion of findings according to the research objectives.

4.2 Demographic Characteristics of Respondents

Demographic details are important in order to evaluate the general picture from which data was collected. The characteristics include gender, age, level of education, department and work experience.

4.2.1 Respondents' Gender

Any organization or institution consists of gender status, so the researcher saw the importance of knowing the gender status of respondents. The findings showed that 93 respondents which is 89.4% were males and 11 respondents which is 10.6% were females. This implies that male respondents exceeded female respondents in this study as shown on Table 4.1.

Table 4.1: Gender of Respondents

Gender	Frequency	Percent
MALE	93	89.4
FEMALE	11	10.6
Total	104	100

Source: Field Data (2019)

4.2.2 Respondents 'Age

The age of all respondents was grouped into the following; 20-29 years, 30-39 years, 40-49 years, 50-59 years and above 60 years. The findings revealed that; 20-29 years respondents were 35 which is equal to 33.7%, 30-39 years respondents were 45 which equals 43.3%, 40-49 years respondents were 23 which is equal to 23% and only 1 respondent which is equal to 1% had 50-59 years. These findings imply that majority of respondents who participated in this study are aged between 30-39 years old as shown on Table 4.2.

Table 4.2: Age of Respondents

Age	Frequency	Percent
20-29 YEARS	35	33.7
30-39 YEARS	45	43.3
40-49 YEARS	23	22.1
50-59 YEARS	1	1.0
Total	104	100

Source: Field Data (2019)

4.2.3 Respondents' Education Level

The question was asked to understand the educational background of the respondents involved in the study. The findings revealed that 18 respondents which is equal to 17.3% had secondary school education, 18 respondents equal to 17.3% had Certificate, 16 respondents equal to 15.4% had Diploma, 49 respondents equal to 47.1% had Bachelor degree and 3 respondents which is equal to 2.9% had Master degree. This implies that majority of respondents of this study had Bachelor Degree as shown on Table 4.3.

Table 4.3: Respondents' Education

Level	Frequency	Percent
Secondary	18	17.3
Certificate	18	17.3
Diploma	16	15.4
Bachelor Degree	49	47.1
Master Degree	3	2.9
Total	104	100

Source: Field Data (2019)

4.2.4 Respondents' Department

Departments which the respondents work is another aspect which interested the researcher. The findings were 44 respondents which is equal to 42.3% came from Power and Energy department, 2 respondents which is equal to 1.9% came from Project Department, 3 respondents which is equal to 2.9% came from Civil and Building department, 6 respondents which is equal to 5.8% came from SHEQ department, 10 respondents which is equal to 9.6% came from NOC department, 28 respondents which is equal to 26.9% came from Fleet department, 2 respondents which is equal to 1.9% came from Supply Chain department, 3 respondents which is equal to 2.9% came from HRM&A department, 2 respondents which is equal to 1.9% came from Finance department and 4 respondents which is equal to 3.8% came from the IT department.

This implies that majority of respondents who participated in this study are from the Power and Energy department as shown on Table 4.4.

Table 4.4: Respondents' Departments

Department	Frequency	Percent
Power and Energy	44	42.3
Project	2	1.9
Civil and Building	3	2.9
SHEQ	6	5.8
NOC	10	9.6
Fleet	28	26.9
Supply Chain	2	1.9
HRM&A	3	2.9
Finance	2	1.9
IT	4	3.8
Total	104	100

Source: Field Data (2019)

4.2.5 Respondents' Work Experience

The study also collected information on the number of years, which each respondent worked with Pivotech Company Limited. Findings revealed that, 19 respondents which is equal to 18.3% had 1 year experience, 61 respondents which is equal to 58.7% had 2-5 years of experience, 13 respondents which is equal to 12.5% had 6-9 years of experience with Pivotech Company Limited and only 11 respondents which is equal to 10.6% had 10-13 years of experience with the company. This implies that majority of respondents involved in this study had enough of experience of 2 to 5 years of experience with Pivotech Company Limited as shown on Table 4.5.

Table 4.5: Respondents' Experience with Pivotech Company Limited

Years	Frequency	Percent
1 YEAR	19	18.3
2-5 YEARS	61	58.7
6-9 YEARS	13	12.5
10-13 YEARS	11	10.6
Total	104	100

Source: Field Data (2019)

4.3 Relationship between Promotion, Recognition and Employees' Engagement

The first study's objective was to find the relationship between Promotion, Recognition and Employees' Engagement. To find this relationship, the researcher used questionnaire and interviews to ask if respondent has ever been promoted or recognized since joining Pivotech Company Limited, if respondents are aware of the presence of promotion policy and if promotion and recognition have influenced their performance.

4.3.1 Awareness on Presence of Promotion Policy

The researcher wanted to know from the key informants if there is promotion policy at Pivotech Company Limited. This question was asked to the interviewed respondents.

On respondent said:

"I have seen people being promoted however I don't think if there is promotion policy"

4.3.2 Promotion Since Joining the Company

The question aimed at knowing if respondent has ever been promoted since joining Pivotech Company Limited. The findings showed that 24 respondents which is equal to 23.1% said Yes while 80 respondents which is equal to 76.9% said No as shown in Table 4.6.

Table 4.6: Promotion Since Joining Pivotech

Response	Frequency	Percent
YES	24	23.1
NO	80	76.9
Total	104	100

Source: Field Data (2019)

These findings imply that majority of respondents have never been promoted since they joined the company. The findings are contrary to other scholars' arguments on the importance of promotion. The utilization of employees' skills needs to be fueled with promotion strategies so as to bring a sense of ownership and job satisfaction as noted by Anastasia (2015) that promotion is a step further that an employee takes while working in an organization as far as his/her work, rank or position is concerned. Every organization or workplace has a certain job hierarchy structure according to which an employee advances in that organization and gets promoted. Promotion is not just a reward that an employee is given for his/her continued good performance but is the proof that an employer thinks that it is time to add more responsibilities to an employee's existing set of responsibilities.

4.3.3 Recognition Since Joining the Company

The researcher asked respondents if they were recognized after doing anything to the company. The findings showed that 66 respondents which is equal to 63.5% said yes, 37 respondents which is equal to 35.6% said no and 1 respondent which is equal to 1% did not reply to the question as shown on Table 4.7.

Table 4.7: Recognition Since Joining Pivotech

Response	Frequency	Percent
YES	66	63.5
NO	37	35.6
NO REPLY	1	1.0
Total	104	100

Source: Field Data (2019)

On the other hand, one of the interviewed respondent said;

“We do recognize our employees where The Human Resources & Administration meet with the Line managers and come up with the best performer basing on the specific month performance evaluation. The champion is to be displayed (his/her photographs and departments he/she is from) in the company main notice board(s). The office Human Resources & Administration will give the certificates signed by the MD, the Line managers and HR Manager for records of their careers.”

These findings imply that majority of respondents have been recognized at Pivotech and the presence of recognition mechanisms has helped employees to perform better as argued by Andriotis (2018) that essentially, the goal of employee recognition in the workplace is to reinforce particular behaviors, practices, or activities that result in better performance and positive business results. Recognition at work place make employees feel appreciated as argued by Harrison (2016) that to be really effective in your job, you need to understand the importance of praising others for their good work, to apply the principles of employee recognition yourself and to encourage others to initiate it in their working relationships.

4.3.4 Influence of Promotion and Recognition to Employees’ Engagement

Lastly, the researcher asked respondents if the promotion and recognition they received from the company have any influence in their work engagement. The findings showed that 55 respondents which is equivalent to 52.9% said Yes, 44 respondents which is equivalent to 42.3% said No while 5 respondents which is equivalent to 4.8% did not reply to the question. This implies that majority of respondents agreed that promotion and recognition they get influence their work engagement at Pivotech Company Limited as shown on Table 4.8.

Table 4.8: Influence of Promotion and Recognition to Engagement

Response	Frequency	Percent
YES	55	52.9
NO	44	42.3
NO REPLY	5	4.8
Total	104	100

Source: Field Data (2019)

Furthermore, findings revealed that respondents who said yes, gave the following responses; 1 respondent which is equivalent to 1% said promotion and recognition open them for more challenges, 34 respondents which is equivalent to 32.7% said promotion and recognition create morale and motivation, 3 respondents which is equivalent to 2.9% said promotion and recognition act as awards for them to engage more in work, 3 respondents which is equivalent to 2.9% said promotion and recognition make them to work hard, 1 respondent which is equivalent to 1% said promotion and recognition make them feel appreciated hence they become more engaged to work, 3 respondents which is equivalent to 2.9% said promotion and recognition increase their creativity at work, 6 respondents which is equivalent to 5.8% said promotion and recognition increase their productivity at work while 4 respondents did not respond to the question.

This imply that majority of respondents revealed that promotion and recognition at Pivotech Company Limited influence them to be engaged at their work as shown on Table 4.9.

Table 4.9: How Promotion and Recognition Influence Engagement

Response	Frequency	Percent
Opens for More Challenge	1	1.0
Creates Morale And Motivation	34	32.7
Awards	3	2.9
Hard Work	3	2.9
Appreciate	1	1.0
Creativity	3	2.9
Productivity	6	5.8
No Reply	4	3.8
Total	55	52.9

Source: Field Data (2019)

Also, the interview findings revealed that:

“Promotion and recognition make employees to become more accountable and responsible for the tasks that are given to them”

These findings are supported by Insimire Patricia (2011) who studied on the Motivations and Employees performance on sales at Niko Insurance Uganda and revealed that, there was various motivation techniques such as promotion, delegation of authority, participation in decision making, bonus and commission to good performers which were confirmed to have effected positively the sales performance of employees.

4.4 Relationship between Employees’ Compensation and Employees’

Engagement

The second objective of the study was to know if there is any relationship between employees’ compensation and employees’ engagement. To support this objective, the researcher asked if there is annual increment at Pivotech Company Limited, if there is

any benefit offered to them apart from the monthly salary and if the salary increments and benefits offered to them increase their engagement at work.

4.4.1 Annual Salary Increment

The question aimed at knowing if there is annual salary increment at Pivotech Company Limited. The findings showed that 67 respondents which is equivalent to 64.4% said yes and 37 respondents which is equivalent to 35.6% said no as shown on Table 4.10.

Table 4.10: Salary Increment

Response	Frequency	Percent
YES	67	64.4
NO	37	35.6
Total	104	100

Source: Field Data (2019)

These findings imply that Pivotech Company Limited offer salary increment annually as a statutory requirement for the public and private employees.

4.4.2 Employees' Benefits

The researcher aimed at knowing of there is any other benefit offered to the employees apart from monthly salary. Findings revealed that 69 respondents which is equal to 66.3% said yes, 20 respondents which is equal to 19.2% said no and 15 respondents which is equal to 14.4% did not reply. This implies that majority of respondents of agreed that Pivotech Company Limited offer other benefits apart from the monthly salary as shown on Table 4.11.

Table 4.11: Employees' Benefits at Pivotech

Response	Frequency	Percent
Yes	69	66.3
No	20	19.2
No Reply	15	14.4
Total	104	100

Source: Field Data (2019)

4.4.3 Contribution of Employees' Compensation to Work Engagement

Lastly on this objective, the researcher asked respondents if compensation offered by Pivotech Company Limited contribute to their engagement at work. Findings showed that 66 respondents which is equivalent to 63.5% said yes, 21 respondents which is equivalent to 20.2% said no while 17 respondents which is equivalent to 16.3% did not reply as shown on table 4.12.

Table 4.12: Contribution of Compensation to Employees' Engagement

Response	Frequency	Percent
Yes	66	63.5
No	21	20.2
No Reply	17	16.3
Total	104	100

Source: Field Data (2019)

On the other hand, one respondent from the interview revealed that;

“At the beginning of the establishment of Pivotech salary increment and other benefits were offered. This increased employees' engagement but sometimes increment was not offered and currently there are bonuses. This decrease employees' engagement to work”

These findings imply that salary increment and other benefits contribute to employees' work engagement. The findings are supported by Shanks (2007) who argued the focus on attracting employees with good compensation packages and other financial benefits is a belief that employees will be motivated to struggle in achieving the organization goals.

The financial and non-financial rewards play a paramount role on motivating employees and result to high performance as noted by Faraji (2013) that direct financial benefits, such as Pension, illness, health, life insurance; allowances (clothing, housing, etc.), subsidies, gain sharing, Indirect financial benefits such as subsidized meals, clothing, accommodation transport, Scholarships, tax breaks; etc., deferred compensation such as seniority pay, Flexible schedules, part-time, temporary work; sabbatical, study leave, holidays, vacation, Work environment/conditions, occupational health, safety, recreational facilities, Amenities, school access, infrastructure, and transport.

4.5 Relationship between Training and Development and Employees'

Engagement

The third objective of the study was to know the relationship between training and development and employees' engagement. The researcher asked respondents if they ever attended any training programmes since joining Pivotech Company Limited, if the training programmes they attended developed their knowledge, skills and abilities and lastly if training and development have any contribution to their engagement at work.

4.5.1 Training Programme Attendance

The researcher asked respondents if they have attended any training programme since joining Pivotech Company Limited. The findings showed that 86 respondents which is equivalent to 82.1% said yes and 18 respondents which is equivalent to 17.3% said no as shown on Table 4.13.

Table 4.13: Training Programme Attendance

Response	Frequency	Percent
Yes	86	82.7
No	18	17.3
Total	104	100

Source: Field Data (2019)

The findings showed that majority of respondents have attended several training programmes since they joined the company. The findings imply that Pivotech Company Limited might have improved its performance and raises job satisfaction of employees, since training is one of the tools for enhancement of effective performance in the organisation as argued by Scopo (1970).

4.5.2 Contribution of Training Programmes on Knowledge, Skills and Abilities

The researcher asked respondents if the training programmes they attended had any importance on their knowledge, skills and abilities. The findings revealed that, 90 respondents which is equivalent to 86.5% said yes and 14 respondents which is equivalent to 13.5% said no as show on Table 4.14.

Table 4.14: Contribution of Training Programmes

Response	Frequency	Percent
Yes	90	86.5
No	14	13.5
Total	104	100

Source: Field Data (2019)

The findings imply that majority of respondents agreed that the training programmes they attended added new knowledge, skills and abilities which as a result influenced them to perform better. The aim of training is to equip employees with the needed skills and knowledge as noted by Nassazi (2013) that training has been proved to generate performance improvement related benefits for the employee as well as for the organization by positively influencing employee performance through the development of employee knowledge, skills, ability, competencies and behavior. Similar observation was made by Gordon (1992) who noted that Training is a type of activity, which is planned, systematic, and it results in enhanced levels of skills, knowledge and competency that are necessary to perform work effectively.

4.5.3 Contribution of Training and Development on Employees' Engagement

Lastly, the researcher asked respondents if training programmes and the developed skills have influence of their work engagement. The findings showed, 89 respondents which is equivalent to 85.6% said yes training and development have positive influence on their engagement while 15 respondents which is equivalent to 14.4% said training and development have no influence on their work engagement as shown on Table 4.15.

Table 4.15: Training and Development Influence on Employees' Engagement

Response	Frequency	Percent
Yes	89	85.6
No	15	14.4
Total	104	100

Source: Field Data (2019)

One of the interviewed respondent has the following to say on the contribution of training and development on employees' engagement;

“If it was effectively done, training and development could lead to good employees' engagement. However, some employees don't consider training and development as important. There is also problem of time limit during the programmes”

These findings imply that majority of the respondents agreed that training and development influence their engagement at work. The findings are consistent with McKay (1999)'s study which revealed that training programmes provide multiple benefits for employees and the company, but only if they are carefully planned and properly implemented. The same observation was done by McKinsey (2006) who argued that employee training and development is important in any organization throughout the world, due to its active role in raising employee job satisfaction and improving organisational performance.

4.6 Regression Analysis on the Role of Motivation on Employees' Performance

The researcher used regression analysis to test the relationship between motivation and employees' performance. Basing on the research objectives, the following is the result of the analysis;

4.6.1 The Relationship between Promotion and Recognition and Employee's Engagement

On the first aspect, the study revealed the strength of the model of the study as the ANOVA table shows below. It means the model that was used in the study was strong. On the second aspect, this part tested the relationship between promotion and recognition and employees' engagement using Pearson correlation coefficient.

The result revealed that there was a significant positive correlation between promotion and recognition and employee engagement by 67% the coefficients the table of the results of the relationship between variables shows below. In this aspect, it can be demonstrated that the increase in the promotion and recognition results into the increase of employees' engagement.

Table 4.16: Strength of the Model
ANOVA^a

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.459	3	.153	2.945	.037 ^b
	Residual	5.195	100	.052		
	Total	5.654	103			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Compensation, Promotion and Recognition, Training And Development

Table 4.17: Results of the Relationship between Variables**Coefficients**

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.143	.132		8.645	.000
Promrecognition	.067	.039	.168	2.003	.092
T.Contribution	-.081	.068	-.122	-1.180	.241
S&B Influence	-.062	.031	-.202	-2.004	.048

a. Dependent Variable: Engagement

4.6.2 The Relationship between Compensation And Employee Engagement

This part tested the relationship between compensation and employees' engagement using Pearson correlation coefficient. The result revealed that there was a significant positive relationship between compensation and employee engagement by 62% as the coefficients the table of the results of the relationship between variables shows below. In this aspect, it can be demonstrated that the increase in compensation results into the increase of employees' engagement. This is to say, organizations have to put efforts attracting employees through good compensation for the aim of increasing their engagement.

Table 4.18: Results of the Relationship between Variables**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 Constant)	1.143	.132		8.645	.000
Promrecognition	.067	.039	.168	2.003	.092
T.Contribution	-.081	.068	-.122	-1.180	.241
S&B Influence	-.062	.031	-.202	-2.004	.048

a. Dependent Variable: Engagement

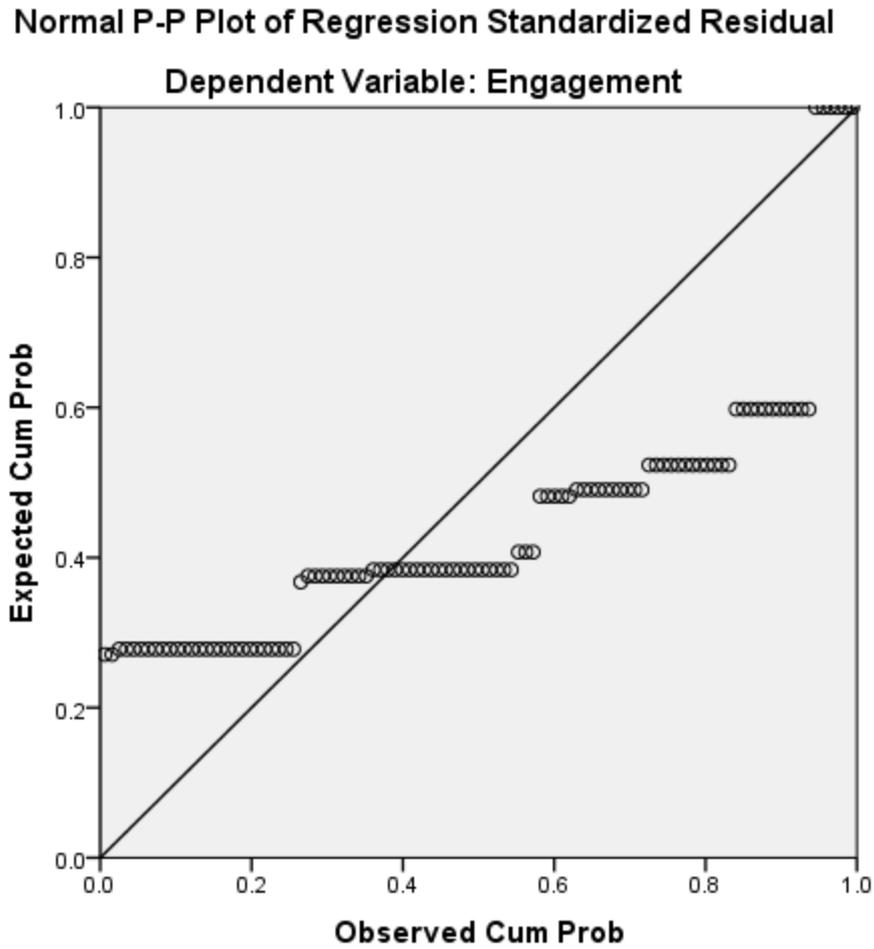
4.6.3 The Relationship between Training and Development and Employees'

Engagement

This part tested the correlations between training and development and employees' engagement in the organization. The result of the findings revealed that there is a relationship between training and development and employee's engagement. The study revealed that, the decrease in training and development might result into decrease of employees' engagement. This is to say the increase in training and development results into increase employees' engagement and vice versa is true in the decrease. In this aspect, if organizations are to increase employees' engagement, the have to insist in providing training and development to employees as the correlations provides in the Table 4.19.

Table 4.19: Correlations

		Engagement	Promotion and Recognition	Training Influence	Compensation Influence
Pearson Correlation	Engagement	1.000	.202	-.102	-.172
	Promotion and Recognition	.202	1.000	-.223	-.034
	Training Contribution	-.102	-.223	1.000	-.286
	Compensation Influence	-.172	-.034	-.286	1.000
Sig. (1-tailed)	Engagement	.	.020	.152	.040
	Promotion and Recognition	.020	.	.011	.368
	Training Contribution	.152	.011	.	.002
	Compensation Influence	.040	.368	.002	.
N	Engagement	104	104	104	104
	Promotion and Recognition	104	104	104	104
	Training Contribution	104	104	104	104
	Compensation Influence	104	104	104	104



From the above model, it means there is significant relationship between motivation and employees' engagement.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter is organized to summarize the findings, which had been obtained and presented in the previous chapters and conclusion of the research where by the researcher work is put to an end. It is arranged into two sections; section one provides a summary and conclusions of this study and its findings, while section two presents recommendations based on the findings.

5.2 Summary of Findings

This study was carried out to examine the role of motivation on employees' performance at Pivotech Company Limited. The specific objectives of the study were to examine the relationship between promotion and employees' engagement at Pivotech Company Limited, to examine the relationship between salary increment and benefits and employees' engagement at Pivotech Company Limited and to examine the relationship between training and development and employees' engagement in Pivotech Company Limited. The data were collected by using three methods namely interview, questionnaire and documentary review. The analysis was done through SPSS programme and from the analysis the study came up with different useful information which paved the way to the study conclusions and recommendations.

Influence of Promotion and Recognition to employees' engagement; The findings showed that 55 respondents which is equivalent to 52.9% said Yes, 44 respondents which is equivalent to 42.3% said No while 5 respondents which is equivalent to 4.8%

did not reply to the question. This implies that majority of respondents agreed that promotion and recognition they get influence their work engagement at Pivotech Company Limited. By using regression analysis, the result revealed that there was a significant positive correlation between promotion and recognition and employee engagement by 67%.

Influence of training and development on employees' engagement; The findings showed, 89 respondents which is equivalent to 85.6% said yes training and development have positive influence on their engagement while 15 respondents which is equivalent to 14.4% said training and development have no influence on their work engagement. By using regression analysis, the result of the findings revealed that there is a relationship between training and development and employee's engagement. The study revealed that, the decrease in training and development might result into decrease of employees' engagement. This is to say the increase in training and development results into increase employees' engagement and vice versa is true in the decrease.

Influence of employees' compensation to work engagement; The researcher asked respondents if compensation offered by Pivotech Company Limited contribute to their engagement at work. The findings showed that 66 respondents which is equivalent to 63.5% said yes, 21 respondents which is equivalent to 20.2% said no while 17 respondents which is equivalent to 16.3% did not reply. **About salary increment offered,** the question aimed at knowing if there is annual salary increment at Pivotech Company Limited. The findings showed that 67 respondents which is equivalent to

64.4% said yes and 37 respondents which is equivalent to 35.6% said no. **About Employees' Benefits offered**, the researcher aimed at knowing if there is any other benefit offered to the employees apart from monthly salary. Findings revealed that 69 respondents which is equal to 66.3% said yes, 20 respondents which is equal to 19.2% said no and 15 respondents which is equal to 14.4% did not reply. This implies that majority of respondents agreed that Pivotech Company Limited offers other benefits apart from the monthly salary. By using regression analysis, the result revealed that there was a significant positive relationship between compensation and employee engagement by 62%

5.3 Implications of the Study Findings

For HRM practitioners, the study findings will help in ensuring there is workplace promotion policy, employees are aware of several policies and the policies are effectively used in enhancing employee's performance.

The findings will assist HRM officials in ensuring compensation packages are fair and are provided on time to all employees. Furthermore, provision of employee's benefits and planning employee's training programmes basing on Training Needs Analysis will be considered by HRM experts.

Academically in term of theory development, will help other researchers to study several HRM issues such as the effectiveness of promotional policies in organizations, employee's engagement on development of several HRM policies, effectiveness of compensation packages and the effectiveness of training programmes attended by employees.

5.4 Conclusions

Basing on the findings for the research objective and hypothesis presented, analyzed and discussed in this research work, the study concludes the following:

Pivotech Company Limited has no promotion policy, which is used to promote employees basing on merit or seniority. Promoting employees is a legal demand under the Employment and Labour Relations Act, 2004. The absence of this policy demoralizes employees because they cannot advance their careers and it can result to high rate of turnover. However, findings show that employees are recognized when they perform better.

Pivotech Company Limited does not practice consistently annual salary increment to its employees. Doing this violates the labour law, demoralize employees and may result to under performance. Rewarding employees for their hard work is important for both private and public organizations. The annual salary increments as one of the financial rewards show how organizations value employees basing on their contributions.

There is no training policy at Pivotech Company Limited. This absence implies that no Training Need Analysis (TNA) is done to determine where training is needed, what needs to be taught, and who needs to be trained, so that training can be developed to help the company accomplish its objectives. Despite non-existence of TNA, employees have been attending different training programmes of their choice not according to the needs of the company.

5.5 Limitation of the Study

In conducting this study, the researcher faced with the following limitation;

Time constraint: the study was carried out for short period of time as the researcher has to make sure the academic timetable is well followed on the other hand, he has to reach all respondents as per sample size. Time constraints may affect the quality of study.

5.6 Recommendations

Based on the study, the following recommendation was made in order to improve organization productivity and employee's performance through motivation;

The company should initiate a promotion policy for its employees. The policy has to state the bases of promotion and the time frame for an employee to be promoted. The policy will catalyze employees' efforts as they will be assured of climbing their career ladders.

The company should design a good training policy, which can guide the training programmes especially from TNA to the transfer of knowledge and skills for performance improvement. Also, the employees should know what the training policy states, this can help to solve the problem of people attending training without basing on the needs of the institute.

The Pivotech Company Limited should implement its employee's welfare guideline effectively and consistently. This will increase employees' morale and job satisfaction, which will result into good employees' engagement to their work.

5.7 Further Research Studies

In order to take a broad sight of the results of this study, there is the essential to conduct the same kind of study in other areas of Dar es Salaam as well as other regions so as to come up with proportional analysis.

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APPENDICES

Appendix I: Interview Guide

1. What is your job title in Pivotech Company Limited?
2. For how long have you been working for Pivotech Company Limited?
3. Do you have promotion policy at Pivotech Company Limited?
4. Do you think employees increase their engagement after being promoted?
5. Do you think employees' compensation offered by Pivotech Company Limited increase employees' engagement at work?
6. Do you have training and development programmes at Pivotech Company Limited?
7. Do you think training and development programmes offered by Pivotech Company Limited increase employees' engagement at work?

Appendix II: Staff Questionnaires

I am a student at The Open University of Tanzania pursuing Masters in Human Resource Management (MHRM). I am doing a research study as a compulsory part of my programme. The purpose of the research is to examine the role of motivation on employees' performance at Pivotech Company Limited. Thus, I would be very grateful if you would spare some few minutes to fill in this questionnaire. The information that you provide will be treated confidential for academic purpose only and your identity will not be exposed.

A. Demographic Characteristics of Respondent

1. Gender (Please tick one)
 - a. Male ()
 - b. Female ()

2. Age
 - a. 20-29 years ()
 - b. 30-39 years ()
 - c. 40-49 years ()
 - d. 50-59 years ()
 - e. Above 60 years ()

3. Level of education (Please tick one)
 - a. Secondary ()
 - b. Certificate ()
 - c. Diploma ()
 - d. Bachelor degree ()
 - e. Master degree ()
 - f. Other (specify).....

4. What is your department? (Please tick one)
 - a. Executive Management ()
 - b. Power and Energy ()

- c. Project ()
- d. Civil and Building ()
- e. SHEQ ()
- f. NOC ()
- g. Fleet ()
- h. Supply Chain ()
- i. Human Resources and Administration ()
- j. Finance ()
- k. IT ()

5. Number of years you worked with Pivotech Company Limited (please tick one)
- a. 1 year ()
 - b. Between 2-5 years ()
 - c. Between 6-9 years ()
 - d. Between 10-13 years ()
 - e. More than 13 years ()

A. Relationship between Promotion, Recognition and Employees' Engagement at Pivotech

Company Limited

6. Since joining this company, have you ever been promoted?
- a. Yes()
 - b. No()
7. Have you ever been recognized after doing anything to this company?
- a. Yes()
 - b. No ()
8. Do you think promotion and recognition you received influenced you to perform better?
- a. Yes()
 - b. No()

9. If the answer to above question is Yes, explain how?

.....
.....
.....

B. Relationship between employees’ compensation and Employees’ Engagement atPivotech Company Limited

10. Is there annual salary increment at Pivotech Company Limited?

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

11. Apart from monthly salary, are there other benefits offered by Pivotech Company Limited to its employees?

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

12. Do you think employees’ compensation contribute to your engagement at work?

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

Relationship between Training and Development and Employees’ Engagement at Pivotech Company Limited

13. Since joining Pivotech Company Limited, have you attended any training programme?

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

14. Did the training programme you attended develop your knowledge, skills and abilities?

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

15. Do you think training and development contribute to your engagement at work?

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

Appendix III: Research Schedule

DATE	Aug. 1 to 30	Sept. 1 to 7	Sept. 8 to 24	Sept. 25 to 30	Oct. 1 to 7	Oct. 8 to 25
ACTIVITY						
Research Proposal development and presentation						
Development of questionnaires						
Data collection						
Conducting observations and interviews						
Analysis phase						
Assimilation and writing of results						

Appendix IV: Estimated Research Budget

NO	ITEM	COST PER ITEM	TOTAL IN TSHS
1.	Eight Five Pens	Tshs 500/= @	42500/=
2.	Eighty Five Pencils	Tshs 300/= @	25500/=
3.	Eighty five printed Questionnaires	Tshs 700/= @	59500/=
4.	Three Note Books	Tshs 2000/= @	6000/=
5.	Three Flip charts	Tshs 3000/= @	9000/=
6.	Ten Marker pens	Tshs 1000/= @	10000/=
7.	Scientific Calculator	Tshs 45000/=	45000/=
8.	Graph paper sheets	Tshs 5000/=	5000/=
9	Four figure	Tshs 6000/=	6000/=
10	Transport and Food	1,500,000/=	1,000,000/=
11	Miscellaneous	500,000/=	500,000/=
	GRAND TOTAL		1,708,500/=

Appendix V: Request Letter

Ebenezery Humphrey Kombe
P.O. Box 60225,
Dar Es Salaam.
22nd September, 2019.

The Director of Administration and Finance,
Pivotech Company Limited
P.O.Box 60225
Dar Es Salaam.

U.F.S

The Human Resources & Administration
Manager,
Pivotech Company Limited
P.O.Box 60225
Dar Es Salaam.

Dear Madam,

**RE: REQUEST LETTER TO CONDUCT RESEARCH STUDY AT PIVOTECH
COMPANY LTD.**

The captioned matter above is concerned.

I am a bona fide student at the Open University of Tanzania pursuing Masters in Human Resource Management (MHRM). I am doing a research study as a compulsory part of my programme.

I would greatly appreciate if you will allow me to distribute the questionnaires and also to conduct the interview at your Company with an effect from 23rd September, 2019 to 25th October, 2019

The purpose of the research is to 'Examine the role of motivation on employees' performance at Pivotech Company Limited'. It is my expectation to come up with comprehensive study that will be of huge benefit to the employees of Pivotech Company and the Management at large.

A copy of my finished research work will be provided to you at the soonest possible time.

Your approval of my request is highly anticipated.

Yours Sincerely

.....
Ebenezery Humphrey Kombe

Thank you for your time and consideration