

**FACTORS INFLUENCING EMPLOYEES' MOTIVATION: A CASE OF
NATIONAL INSTITUTE FOR MEDICAL RESEARCH, MBEYA MEDICAL
RESEARCH CENTRE**

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

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled; "Assessment on Factors Influencing Employees' Motivation" in partial fulfilment for the requirements of degree of Master in Human Resource Management (MHRM).

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Date

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DECLARATION

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

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Signature

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Date

DEDICATION

I dedicate this work to my lovely children Innocent, Dorcas and Geoffrey, my everlasting husband, Patson Isote Mwakaje for all the support they showed me. Without their love and sacrifices made towards the fulfillment of my education I would not be who I am today.

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ABSTRACT

This study was designed to explore the factors influencing employees' motivation. It specifically aimed at assessing; Financial Incentives, Career development, Promotion Opportunity and Job security regarding with the employees' motivation. This study based on both quantitative and qualitative research approach. Simple random sampling technique was used to collect data from a sample of 67 respondents. The collected data was analysed using percentages and means by using SPSS. Four objectives were formulated and tested using descriptive and inferential techniques respectively in order to establish the effects of financial incentives, career development, promotion opportunity, job security in employees' motivation. In the present study, questionnaire and interview were used as instruments of primary data collection. To check for reliability of the study used Cronbach's Alpha and to check for validity was used for Factor Analysis (KMO). From the findings, it was revealed that workers on every level understand the importance of training in regard to productivity of an organization but also motivate them, financial incentive was seen as the key factor that management should use to motivate their employees because workers expect to cover their daily lives and that depends on what they get from work. It enabled HR management to adopt a more focused approach towards motivating employees, where motivational strategies/methods can be better designed to address employees' specific motivational needs. However previous researches used in this study showed that different results could be obtained from different groups of already working employees. The study therefore can be seen as an introduction to a more detailed study to be carried by future researchers on the field of employees' motivation.

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LIST OF ABBREVIATIONS

HRM	Human Resources Management
KMO	Kaiser Meyer Olkin
MMRC	Mbeya Medical Research Centre
NIMR	National Institute for Medical Research
PCA	Principal Component Analysis
QM	Quality Management
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION

This chapter highlights the justification for the study. It also gives the background information, problem statement, research objectives, research question, study significance as well as limitation to the study.

1.1 Background to the Study

Every organization and business wants to be successful and have desire to get constant progress. The current era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Human resource or employees of any organization are the most central part, so they need to be influenced and persuaded towards tasks fulfilment (Yuchtman 2012).

Khrabsheh (2018) examined the factors that lead to employees' motivation i.e incentives, stress level and management leadership style. The research was conducted among employees of various departments at Tenaga Nasional Berhad, Ipoh. The result of the study is that incentives stress level and management's leadership style does have a positive relationship with employees' motivation. Gabriela¹ and Silvia¹ (2017) assessed factors influencing employees' motivation and found that the prevalent motivational factors which determine managers and employees to engage themselves in training activities, we could establish also the degree of employees' motivation to attend training programs, to communicate knowledge and improve work activities and organizational outcomes.

For achieving prosperity, organizations design different strategies to compete with the competitors and increasing the performance of the organization. Very few organizations believe that human resources of any organization are its main assets which can lead them to success or if not focused well, to decline (Amabile 2010). Unless and until the employees of any organization are satisfied with it are motivated for the tasks fulfilment and goals achievements and encouraged, none of the organization can progress or achieve its goals and objectives.

Motivation is the word derived from the word *motivo* which means needs, desire, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals. In the work goal background, the psychological factors motivating peoples behaviour can be job satisfaction, achievement, team work, need for money, respect etc. In the workplace, motivation can be defined as an individual's degree of willingness to exert and maintain an effort towards organizational goals (Gerald Cole, Management Theory and Practice 6th Edition (2004)).

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 resources (Amabile 2010). With the increase in competition locally and globally, organizations must become more adjustable, flexible, responsive and customer-focused to succeed.

In general, 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 spirit to work which is necessary for the achievement of organizational goals Chabra (2010), the issue of employee dissatisfaction and related attitude towards work is assuming alarming rate worldwide. The situation is even more serious in developing countries where working conditions are unattractive. Abraham Maslow is among the most prominent psychologists of the twentieth century. His hierarchy of needs is an image familiar to most business students and managers. The theory is based on a simple premise.

There is a serious human resource crisis in the health sector in developing countries, particularly in Africa. One of the challenges is the low motivation of health workers. Adequate HRM tools can uphold and strengthen the professional culture of employees. This entails acknowledging their professionalism and addressing professional goals such as recognition, career development and further qualification. Motivation is closely linked to job satisfaction which retains workers at their jobs over time. Workers retention reduces costs to the organization of having to recruit, hire and orient new workers and also reduces the likelihood of vacant posts.

As many countries currently experience a shortage of qualified workers, the loss of any workers has a serious implication to the organization. Keeping workers satisfied and motivated helps the entire organization systems work smoothly (Shah et al., 2011). This study highlights the factors influencing employees motivation at National Institute for Medical Research - Mbeya Medical Research Centre (NIMR ó MMRC) which is the Medical Research Institution.

1.2 Statement of the Research Problem

The African continent is currently facing serious human resource crisis in the health sector. These severe human resource shortages have affected the ability of many countries to initiate and sustain credible research services. Although several reforms and policies have been developed to address these problems in the continent, little attention has been given to required human resources and their motivation. The quality of performance to a large extent depends on available human resource mix and their motivation. The workforce which is one of the most important inputs has a strong impact on the performance of organisation.

Gupta and Subramanian (2017) did a study on factors affecting motivation among employees in consultancy companies and found that it is prelude and of great help to managers and Human Resources professionals to raise the productivity of the company by increasing the motivation of their employees. Wanjihia, (2016) studied the factors that affect employee motivation and performance at Kenya Bankers Sacco Society (KBSS), aimed at determining if reward, achievement and recognition, and, performance appraisal and feedback are effective employee motivators as currently used at KBSS.

The study findings revealed that employees at KBSS greatly value motivation at their work place and majority agreed that reward is one way of motivating and hence enhancing their general performance. The respondents agreed that a good salary and compensation package, and a yearly bonus would greatly motivate them in addition to other non-monetary rewards such as gift vouchers and paid vacations for them and their nuclear families. In regard to achievement and recognition as motivating

factors, the researcher found out that a very high percentage of respondents greatly value these motivators and especially when done publicly or in the presence of their colleagues.

Finally, in regard to performance appraisals and feedback, findings showed that of the total respondents, majority agreed that receiving timely feedback on their performance appraisals would greatly motivate them with those that have had this experience saying that this has motivated and improved their work performance since they were able to identify their strengths and weaknesses. However, several of the respondents raised concern that they did not receive timely feedback on their appraisals and that the same were not used for promotion as expected.

Employee motivation is a topic that has received very significant attention by managers and researchers like Danish and Usman, (2010). It is acknowledged with certainty that no organization may possibly prosper without their employees. Employees are the main reason any organization might have the potential to exist for a long time. Similarly to NIMR - Mbeya Medical Research Centre (NIMR - MMRC), employees are the ones who play the major roles and make significant contributions to the organization. Well motivated employees would influence the efficiency of the organization and could lead to achieving the organization's vision and goals, Khalid et al. (2011).

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the study is to assess the Factors Influencing Employee's

Motivation at NIMR ó Mbeya Medical Research Centre.

1.3.2 Specific Objectives of the Study

- i. To determine financial incentives towards employeesø motivation.
- ii. To assess the influence of career development on employeesø motivation.
- iii. To examine the important of promotion opportunity towards employeesø motivation.
- iv. To determine the effects of job security on employeesø motivation.

1.4 Research Questions

1.4.1 General Research Question

The main question of the study is how factors influencing employeesø motivation at NIMR ó Mbeya Medical Research Centre are measured?

1.4.2 Specific Research Questions

The following research questions specifically guides this study;

- i. How do financial incentives influence employeesø motivation?
- ii. Does career development influence employeesø motivation?
- iii. What is the importance of promotion opportunities on employeesø motivation?
- iv. Is there point where job security may affect employeesø motivation?

1.5 Significance of the Study

The study assessed the factors influencing employeesø motivation at NIMR - MMRC. It is the expectation of the researcher that the study had the significance to

the management of NIMR - MMRC whereby it recognised the value of human capital as an asset in the institution. On the other hand, to other Researchers or Scholars, the research is among materials to the university and will be used as the reference by the students.

1.6 Scope of the Study

The study was conducted at NIMR - Mbeya Medical Research Centre due to the fact that there is high concentration of favourable number of personnel than any other research centre in Mbeya City. The study composed of all staff including executives and subordinates.

1.7 Limitation of the Study

Here are some of the limitations faced during the whole process of this study:-

Inadequate of Research Funds; the researcher depends on her own in daily expenses and since to conduct the research needs money, the researcher stretched much to cover the costs needed in the research. Furthermore, inadequate time to conduct the research; the researcher is employed in one of the institutions, so she had to fulfil work duties as well as conduct the research at the same time, which was very difficult.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter mainly presents and comprehensively discuss three key aspects namely: theoretical literature, empirical literature and conceptual framework. However there are literatures existing on the subject of the factors influencing employees' motivation in research institutions from different sources, the researcher tried to find crucial literature in relation to the mentioned topic.

2.2 Theoretical Literature Review

2.2.1 Employee Motivation

According to the needs theories of motivation, motivation is 'the willingness to apply high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need'. George and Jones (2012) define work motivation as 'the psychological forces that determine the direction of a person's behaviour in an organization, a person's level of effort, and a person's level of persistence in the face of obstacles'. Timmreck, (2014) states that unmotivated employee is likely to put little effort into work tasks, produce work of lower quality, avoid the workplace and even exit his or her job if given the opportunity to do so. On the other hand, motivated employees are likely to willingly take on tasks, produce work of high quality and be creative, persistent and productive (Timmreck (2014)).

A need in this context is an internal state that makes certain outcomes appears attractive. Unsatisfied need creates tension that stimulates drives within the individual. These drives then generate search behaviour to find particular goals that,

if attained, will satisfy the need and lead to the reduction of the tension. Motivation is seen as one of the most important factors in issues related to human resources management (HRM) and organizational behaviour management, Gutteridge, et al., (2016). Khalid, et al. (2011) in a study on "Factors Affecting Employee Motivation in Organizations" stated that human beings, whether in industrial or business organizations are seen as one of the important factors for the attainment of the organizational goals.

As such, motivating factors inside humans must be recognized in order to enhance efficiency and productivity and then embark on satisfying their needs to improve their efficiency. Additionally, all authorities in the field of management regard motivation as a complex behaviour and thus with a multidimensional nature. As a result, the understanding and application of motivation depends on the knowledge and skills needed to apply it. Of course, an awareness of motivation as the cause of the activities and behaviours done by the organization's members is of high significance for all managers. Gutteridge, et al. (2016) performed a descriptive study on "Factors improving job motivation among the faculty members of Rafsanjan University of Medical Sciences". The participants were all 82 faculty members of Rafsanjan University of Medical Sciences who completed a 40 items questionnaire developed by the researchers based on Herzberg's two factorial theories with an acceptable level of reliability and validity.

Franco (2004) on his research on motivation and job satisfaction among medical and nursing staff in a Cyprus public general hospital, examined factors affecting health employees' performance, concluded that the feeling of proud, efficiency and honesty

in management and job security are among the most important motivational factors. Similarly, factors such as financial and non financial rewards were also found to be significant in this regard. In another study done by Bakan, et al. (2016), participants considered factors such as the feeling of success, recognition, responsibility, and getting promotion as important motivational factors while feeling guilty and threat were seen as negative factors. The most important extrinsic factors affecting job motivation were salary, job security, workplace conditions, the quality of communication with others, supervision, and policies governing the workplace and the most significant intrinsic factors were the nature of job, appreciating employees, job development and job success, respectively.

2.3 Extrinsic Factors that Influence Employee Motivation

Extrinsic motivation, on the other hand, refers to tangible rewards such as pay, fringe benefits, work environment, work conditions and job security. Extrinsic motives cannot only be satisfied by the work itself. That means pleasure comes from something the task leads to, such as money. According to (Kalimullah et al., 2010) effects of work as well as its contributing factors are also of importance for the need satisfaction. As a result, work is seen as a means to pursue other motives.

2.3.1 Financial Incentives

No one works for free nor should they. Employees want to earn reasonable salary/payment and desire their employers to feel that it is what they are getting. Money is the fundamental incentive; no other incentive or motivational technique comes even close to it with respect to its influential value. It has the supremacy to draw, retain and motivate individuals towards higher performance. Frederick Taylor

and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi et al., 2011).

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

2.3.2 Career Development

Career Development Programs have been around since the turn of the century. The number of organizations using them has steadily increased since the mid 1970s as more organizations strive to meet the needs and expectations of their employees. A 1991 survey of 1000 private agencies, 70% of the respondents had or were planning to implement Career Development Programs in the workplace (Arnolds & Boshoff, (2015). The increasing popularity of Career Development Programs suggests many organizations are willing to play a major role in career planning and employee development. Organizations that emphasized customer service, organizational performance, and professionalism and employee empowerment were most likely to have Career Development Programs. In a 1978 survey conducted by the American

Management Association on company-sponsored Career Development Programs, over 90% of the respondents found them to enhance job performance, help employees use personnel systems more effectively, and improve the utilization of available talent (Edlund, & Nilsson, 2013:). In the late 1980's, a number of large corporations (British Petroleum Exploration, Amoco, Baxter Healthcare and John Deere) developed and implemented comprehensive and visible Career Development Programs in the workplace.

2.3.3 Promotion Opportunities

Promotional opportunities affect employee motivation considerably. The desire for promotion is generally strong among employees as it involves change in job content, pay, responsibility, independence and status among others. An average employee in a typical government organization can hope to get two or three promotions in his entire service although chances of promotions are better in private sectors. It is no surprise that the employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz et al., 2011).

If an organization provides employees the necessary factors for promotion such as facilities, ability and skills, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicate the Maslow's hierarchy of need theory and described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. Herzberg theory of motivation states what employees demand from their job. The need theory indicates that there is a need of

achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

2.3.4 Job Security

Factors motivating employees can occur in various forms. In fact, job security is one of the most influential means of motivating employees particularly in times of economic downturn. Employees' belief that they will not lose their jobs or they will be employed in the same organization as long as they want is a significant reason for motivation. Therefore, job security is one of the most significant variables of employee satisfaction which expresses the general attitude of the employee towards his/her job (Edlund, & Nilsson, 2013:). Job security plays an important role in both social and working life because it helps individuals do not worry about their future, contributes to maintaining labour peace, increasing organizations' productivity and protecting social balance and values. For this very reason, in order not to cause employees' prestige loss in society, employees should not be dismissed from the organizations without reasonable grounds, because job security has political and social dimensions.

Therefore, if in a country employees are dismissed without showing a reason, it is difficult to talk about social order, peace and stability (Yuchtman, 2012). Today, job security is perceived as an indispensable right of an employee which guarantees that the employee and his/her family will not be deprived of their income and maintains an honourable life. Thus, employees consider the condition of job security just at the beginning of their careers so as to feel confident about the future. They oppose governments' privatization policies in order not to lose this warranty or prefer to

work in public sector though they may earn less as compared to those working in the private sector due to public sector's offering job security.

2.4 Intrinsic Factors that Influence Employee Motivation

Intrinsic motivation is the desire of an individual to perform his/her work well, in order to achieve the satisfaction of intrinsic needs. In other words, an individual performs a task in order to achieve certain types of internal states, which he/she experiences as intrinsic motivation relates to psychological rewards such as the recognition of a task completed. External rewards such as food, money, praise etc. are not the main reason for a person to engage in activities. Intrinsic motives can be satisfied by the work itself. In other words, the task itself is the main source of motivation, since it provides interest, stimulation, challenges, and opportunities for personal growth and achievement to the individual. Intrinsically motivated behaviour is the one that is determined by an individual's need for feeling competent and self-determining. On the one hand, a person will seek out challenges that allow him/her to behave in ways that provide him/her with a sense of competence and self-determination.

2.5 Theories Guiding the Study

2.5.1 Vroom Expectancy Motivation Theory

Whereas Maslow and Herzberg look at the relationship between internal needs and the resulting effort expended to fulfil them, Vroom's expectancy theory separates effort (which arises from motivation), performance, and outcomes. Vroom's expectancy theory assumes that behaviour results from conscious choices among alternatives whose purpose it is to maximize pleasure and to minimize pain. Vroom

realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation. He uses the variables Expectancy, Instrumentality and Valence to account for this.

Expectancy theory The expectancy theory, in contrary to need theory, is a process related theory that focuses on different employee perceptions and thoughts and concerns how employees choose among alternative behaviours and levels of effort (Purvis et al., 2015, p. 4; George & Jones, 2012, p. 163). The theory puts particular focus on employees' personal assessments of the environment and actions as a consequence of their expectations (Purvis et al., 2015, pg 4). The theory proposes two fundamental issues; the first is that regardless of the different available outcomes, an employee will only be motivated to contribute his or her inputs to the organization if they believe that the result will achieve a particular level of performance (George & Jones, 2012, pg 163). In other words, if employees do not believe that they are able to perform at a certain level, motivation to perform the given task will not be there (George & Jones, 2012, p. 163).

The second issue is that employees will only be motivated to perform at a certain level, if performing at this level will lead to desired outcomes (George & Jones, 2012, p. 163). Schedlitzki and Edwards (2014, p. 87) link the path-goal theory to the assumptions of the expectancy theory and state that employees are more likely to perform well if they are confident that they are capable of executing a task that they will achieve the outcome which is expected and will receive the outcome that is most valued by them.

2.5.2 Maslow Hierarchy of Needs Theory

Much of the research conducted on motivation has had its focus on need theories because these theories represent a relatively simple way of understanding motivation (Shah et al., 2011). The basic suggestion of need theory is that what motivates employees to increase their performance at work are their individual desires to satisfy certain needs and thus identifying what these employee needs are and how they may be satisfied can provide an understanding as to how work related behaviours can increase performance at work (Arnolds & Boshoff, 2002, pg 697).

George and Jones (2012, p. 160) portrays need theory as a flowchart that involves three factors: inputs, performance, and outcomes, where inputs lead to performance and performance leads to outcomes. Inputs involve factors such as effort, time, education, experience, skills, knowledge and job behaviour, performance involves quantity and quality of work and level of customer service, and outcomes involve pay, job security, benefits, vacation, job satisfaction, feeling of accomplishment, and pleasure of doing interesting work (George and Jones 2012 p. 160).

Thus, the main focus of need theory is that employees have needs that motivate them to work in order for them to satisfy these needs, and the organization or managers must identify these needs to gain insight as to what need each employee is striving to satisfy and further control the outcomes that satisfy these needs (Shah et al., 2011). As mentioned, two of the most well-known need based theories are Maslow's hierarchy of needs, and Alderfer's ERG theory (Shah et al., 2011). When Maslow's hierarchy of needs is applied to work situations, it implies that managers have the responsibility, firstly, to make sure the deficiency needs are met. This means, in

broad terms, a safe environment and proper wages. Secondly, it implies creating a proper climate in which employees can develop their fullest potential. Failure to do so would theoretically increase employee frustration and could result in poorer performance, lowers job satisfaction, and increased withdrawal from the organization.

2.6 Empirical Literature Review

Gupta and Subramanian (2017) did a study on Factors Affecting Motivation among Employees in Consultancy Companies and found that it is prelude and of great help to managers and Human Resources professionals to raise the productivity of the company by increasing the motivation of their employees.

Shahzad, et al. (2014) at COMSATS Institute of Information Technology Sahiwal, Pakistan wrote the study to seek the relationship between different factors (financial rewards, personal traits, high salary plans, job design and supervision) and employees' motivation. It is the quantitative research. For the data collection, study used the questionnaire method and data collection, for the analysis of the data used the multiple regressions in this study. All the different variables have the positive impact on employees' motivation. They contribute positively towards the employees' motivation. This study conducted with the reference of Pakistan. It concluded that these factors have positive effect on employees' motivation.

Arnolds and Boshoff (2015), Walden University USA. The purpose of this study was to focus on the relationship between career-development training programs and the motivation of employees. The study used a qualitative method and a

phenomenological design using semi structured interviews conducted with a script of open-ended questions. Two main components of the research design were the modified van Kaam method for exploration of experiences and the purposive selection of the participants.

The 20 participants in the sample were project managers and consultants from south-central Texas, all of whom had experience with governmental projects. Based on interview responses, the findings of this study highlighted a concern from the participants that training programs have a major influence on workplace productivity and morale. Furthermore, the findings suggest the training programs quality may influence workplace productivity. The authors conclude by pointing out the analysis of the answers showed that not only does workplace productivity decline from the changes in a training program, but employee motivation is altered as well. The objective of this study was to determine the influence of promotion opportunity on job satisfaction among lecturers in four public universities in Kelantan, Malaysia. Sample was selected through systematic random procedure and data was collected from 320 lecturers using self-administered questionnaire.

Data was then analysed using descriptive analysis to describe demographic profile of respondents and Pearson Product Moment Correlation to test the relationship between variables. The result indicated that there was a positive significant relationship between promotion opportunity and job satisfaction. A study on motivation was undertaken in Sweden by Edlund and Nilsson (2007) and focused on the factors managers use to motivate employees and differences regarding gender and age in medium-sized Swedish enterprises. A qualitative case study methodology

was used to interview managers in two companies in Northern Sweden. The findings showed that motivation was an individual thing and managers have a hard task motivating their employees.

It also found that employees of today are more motivated by intrinsic factors rather than extrinsic factors which were dominant in the past. However, none of the two sets of factors should be overlooked by managers when motivating employees. The most unusual finding in that study concerning gender and age was that managers do not motivate their employees differently with reference to gender and age. Calista (2009) examined motivation through incentive programs in Singapore on 380 white collar workers, using questionnaire administered online. The results of the study showed that incentives had a very strong motivational potential influence on employees' willingness to work harder.

The three motivating factors were interpersonal relationship, workplace environment and interesting work, all of which have the potential to motivate employees at higher levels. For long-term motivation, job related factors such as meaningful work, flexible working hours, and friendly social gestures were found to be effective motivators, while monetary, social gathering, tangible items such as awards, certificates and gifts were most effective motivators for short-term. A Ghanaian study was conducted on motivation by Kwasi (2010). The purpose of the study was to examine factors of motivation that will lead to employees being highly motivated for increased performance at the workplace with particular reference to the Building and Road Research Institute (BRRI). It surveyed a sample of workers using a questionnaire and data was analysed using SPSS package. The results of the study

indicated that elements such as empowering employees and involving workers in decision making played an important role in motivating employees.

Malekia (2009) conducted a cross-sectional research using a structured interview guide among 326 healthcare workers in three municipalities of Dar es Salaam, Tanzania. The purpose was to assess motivation to perform among healthcare workers in primary healthcare facilities. The study found that 71.8 percent of the health workers were motivated to perform their tasks well, while 28.2 percent were not motivated. Both financial and non-financial incentives were seen to influence motivation. However, the study found the main motivating factors were community recognition/appreciation, fairness in performance assessment, reward system and education.

2.7 Conceptual Framework

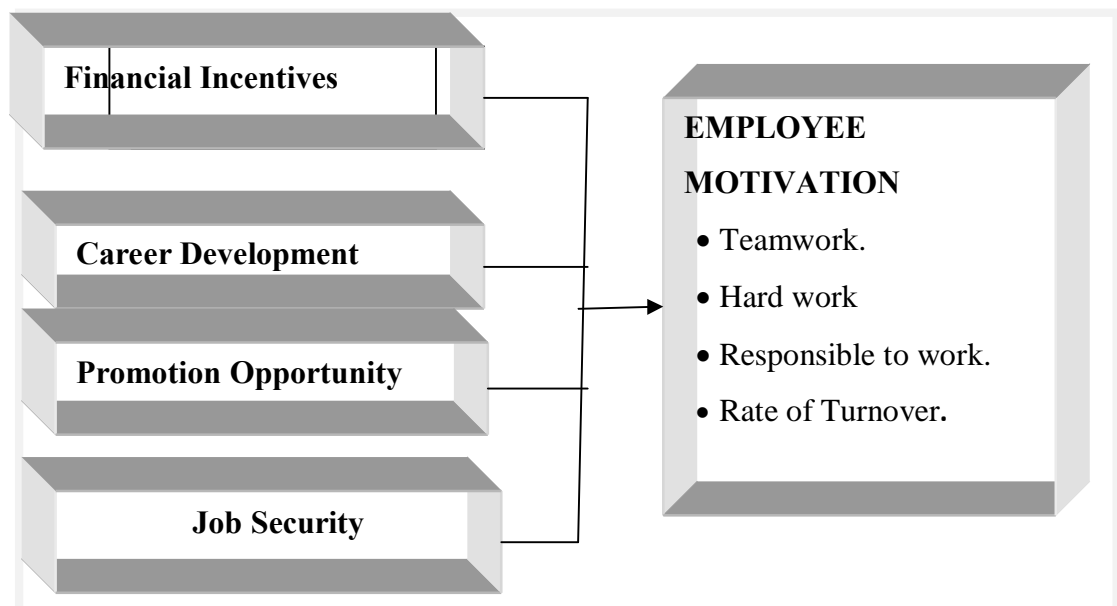


Figure 2.1: Conceptual Framework

Source: Researcher 2018

The dependant variable for this paper is the factors that influence employees' motivation and Independent factor is the performance of the organization. Based on the literature review dependent variables will be divided into two major group Extrinsic (financial Incentives, career development, Promotion Opportunity) and Intrinsic (Training and Development).

Table 2.1: Operationalization

TYPE	INDICATORS	SIZE	SOURCE
Financial Incentives	<ul style="list-style-type: none"> • Salary • Fringe benefits • Allowances • Bonuses • Overtime 	Ratio	<ul style="list-style-type: none"> • Kalimullah (2010) • Rukhamani (2010)
Career Development	<ul style="list-style-type: none"> • Seminars • Further education • Job rotation • Training programs. • Employee Development Plan. 	Ordinal	<ul style="list-style-type: none"> • Walker and Guleridge (1979)
Promotion Opportunity	<ul style="list-style-type: none"> • Organization Promotion Culture • Promotion Policies. • Organization Structure. • Timely Promotion. 	Ordinal	<ul style="list-style-type: none"> • Naveed and Bushra (2011)
Job Security	<ul style="list-style-type: none"> • Employment laws • Employment contract • Organization plan • Workers Unions • Pension Funds 	Ordinal	<ul style="list-style-type: none"> • Abdullah and Djebavni (2011) • (Adebayo and Lucky, 2012)
Employee Motivation	<ul style="list-style-type: none"> • Teamwork • Responsibilities • Independence • Rate of turnover • Productivity. 	Ordinal	A.De Loo (2009)

Source: Researcher, 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on research methodology that used in the study. It provides a detailed description of the study area, research philosophy, research approach, research design, population and sampling design adopted in this study. Data collection and data analysis methods that were used are presented in the subsequent sections. Further, issues of confidentiality and the validity and reliability of the study were also stated.

3.2 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used. In this study, the researcher used the pragmatism research philosophy which accepts concepts to be relevant only if they support action. Pragmatics recognize that there are many different ways of interpreting the world and undertaking research, that no single point of view can ever give the entire picture and that there may be multiple realities (Saunders et al., 2012).

3.3 The Study Area

The study was carried out at NIMR-Mbeya Medical Research Centre (NIMR ó MMRC) where the researcher found it to be an appropriate place for collection of data due to availability of skilled personnel respondents and other sources of information from various personnel in the field of study.

3.4 Research Design

Aiker et al., (2002) defined a research design as the detailed blue print used to guide

a research study toward its objectives. According to this definition, a research design is a detailed plan of work that is to be done to achieve the research objectives. According to Kothari (2004), a research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004).

A case study is an intensive description and analysis of a single situation. Case studies frequently make use of qualitative data; however, this is not always the case (Shaughness et al., 2002) as quantitative research can still employ case study too. Aiker et al., 2002 defined a case study as a comprehensive description and analysis of a single situation. Case studies place emphasis on a full contextual analysis of fewer events or conditions and their interrelations (Cooper and Schindler, 2003). The researcher used a case study design, because it allows using a combination of techniques such as interview, questionnaire, observation and documentary review which facilitated in collection of data and it is cheaper and convenient to administer because a researcher did not need to enquire the whole population.

3.5 Research Approach

According to Best and Khan (1998), a research approach helped to structure the collection, analysis and data interpretation. There are two main types of research approaches i.e. qualitative approach and quantitative approach, cited from (Sanga, 2014). Qualitative approach to research is concerned with subjective assessment of attitudes, opinions and behaviour (Kothari, 2004). In order to ensure the systematic

process and minimize biasness of data collection, both qualitative and quantitative research methods (approach) were used jointly (mixed methods). Quantitative research is based on the measurement of quantities or counts. It is applicable to phenomena that can be expressed in terms of quantity (Kothari, 2004), therefore helped to provide estimates and measures of magnitude that would otherwise be lacking from the qualitative data.

Triangulate is important for triangulation of collection of data in approaches allowable. Quantitative research employed to collect data through a structured questionnaire so as to obtain as much information as possible whereas qualitative research was used to collect data through interviews. When deciding what type of mixed methods design to use, it is important to take into account the overall purpose of the research (e.g., exploration or generalization), the specific research questions and the strengths and weaknesses of each design. The researcher used Sequential explanatory design. This design involved the collection and analysis of quantitative data followed by the collection and analysis of qualitative data. The priority was given to the quantitative data and the findings were integrated during the interpretation phase of the study.

3.6 Population and Sampling Design

3.6.1 Population of the Study

The population for this study consisted of employees at all NIMR - MMRC departments. The inclusion of participants in the study focused on their ability to provide necessary and quality information for furtherance of this research. Those departments consisted of 165 employees.

3.6.2 Sampling Design

A sample design is a decision on the way of selecting a sample or definite plan for obtaining a sample from a given population (Kothari, 2004). It refers to the technique or the procedure the researcher adopted in selecting members for inclusion in the sample. The researcher used simple random sampling technique and purposive sampling. Simple random technique is a probability sampling whereby all members in the population have equal chance of being selected to form a sample (White, 2002). Purposive sampling used since it is expected to assist the researcher to obtain important information from the respondents who the researcher considered having an idea of the problem under the study. The study purposively used sampling of few members of MMRC management team as internal respondents. Purposive sampling is the type of sampling in which the researcher selected samples based on a certain purpose.

3.6.3 Sample Size

The sample size used consisted of 117 respondents from different departments. This was considered optimum size to fulfil the requirements of efficiency, representativeness, reliability and flexibility at 95% level of certainty (5% margin of error) given the population of 165 employees. By entering each value of the variable into the formula, the sample size required was 117. The sample size was in line with argument of (Hair et al. 2006) who state that a research study designed to reveal factors should have more observations than variables, and the respondent was chosen by simple random sampling to get the sample size of 67 respondents.

Formula:

$$\begin{aligned}
 &= \frac{N}{1 + N(e)^2} \\
 &= \frac{165}{1 + 165(0.05)^2} \\
 &= 117
 \end{aligned}$$

Where: n= Sample size to be studied

N= Population Size,

e = margin of error

Source: Kothari, (2004)

There are five departments in the institution in proportion of 30% HIV and Reproductive Health dep, 20% TB and Emerging Diseases department, 15% Management, 3% stores and procurement, 5% finance, 40% Laboratory etc. The sample size was distributed according to the proportions of the staffs in each department to ensure proportionate representation

3.7 Data Collection Methods

3.7.1 Questionnaire

The researcher used Questionnaires to collect quantitative and qualitative data. The questionnaire was designed in such a way that suits to be self-administered hence close ended questions were used. A questionnaire delivered to respondents concerned with a request to respond to the questions and descriptions on how to return the questionnaire to the researcher. However, the researcher herself administered the questionnaire and the respondent filled the questions and handed over the questionnaire to the respondent; Adam and Kamuzora (2008). The

questionnaire was divided into two sections. The first section contains the demographic characteristics of the respondents of which it included their gender, age and education level.

The second section of the questionnaire was designed to enable the researcher to gather information about factors that influence employees' motivation in their institution. For all questions included in section 2, the respondents were requested to indicate their sensitivity on a five point Likert scale type to measure weighted as follows: 1=strongly disagree, i.e., very much dissatisfied with the case described, 2=disagree, i.e., not satisfied with the case described, 3=neutral, i.e., uncertain with the case, 4=agree, i.e., feeling alright with the case described, and 5= strongly agree, i.e., very much supporting the case described.

3.7.2 Interview

There were two types of interview which tend to be used in social research, namely structured and unstructured interview (Magigi, 2015). In structured interviews, questions are asked in a set or standardized order and the interviewer was not deviate from the interview schedule or probe beyond the answers received. They are not flexible (Magigi, 2015). On the other hand, unstructured interviews was conducted without guided questions and were more like "Guided Conversation" whereby the researcher asked questions after observing something or requesting more explanations about something (Magigi, 2015). For this study, the researcher used a structured interview to get views/information from top management, so researcher interviewed leaders in order to get more information.

3.8 Types of Data

There are two types of data which are primary and secondary data. Primary data are those which are collected afresh and for the first time, thus happen to be original in character. Secondary data on the other hand are those which have already been collected by someone else and have already been passed through the statistical process. The researcher mainly used primary data and whenever there was a necessity and availability of secondary data, the researcher used both types of data in order as evidence to support a more reliable conclusion.

3.9 Validity and Reliability of Data

3.9.1 Validity

Validity always relates to the extent to which the research data as well as the methods for findings the data are accurate, honest and on target (Denscombe, 2003). To confirm the validity of the scale Cooper and Schindler (2006) commented that the researcher uses factor analysis (KMO measure of sampling Adequacy and Barlett's Test) to test for the validity of the study.

3.9.2 Reliability

Reliability can be the instrument used to measures the repetition of the research findings while the validity was to measure at what extent the research findings is accurately represent what is really happening in the situation (Cant et al., 2011). For a research to be reliable, it demonstrated that if it were carried out on a similar group of respondents in a similar context, then similar results would be found (Kothari, 2004). Reliability is a measure of how consistent the results from a test are and in order to ensure the reliability of these research findings therefore, the researcher

designed the questionnaires in a simple, short and hence not boring format, the questionnaire was structured in a simple language to avoid respondent confusion. Additionally, the researcher conducted a pre-testing of questionnaires where a total of 100 questionnaires distributed to few respondents to test whether they generate the sought data. The researcher then collected the pilot questionnaires, redesign them and then redistribute them to all target respondents for final data collection. But also, the researcher used Cronbach's Alpha to check for reliability of the study.

3.10 Data Analysis Methods

In order to analyse the data, the researcher considered relationships that are likely to exist between dependent variables and independent variables. These relationships were tested by the way of statistical analysis. Inferential Statistics used to show the association or relationships between dependent variable and independent variables using procedures within Statistical Package for Social Sciences (SPSS v.20). After collection of data, the researcher edited the questionnaires to ensure that the information given by the respondents is accurately recorded and consistent (Oliver, 2004). The data collected were processed in various categories through coding, tabulation and drawing, inferences were made by using statistical software package. Furthermore, descriptive statistics was employed and present data in forms of percentages and means to describe the results. The findings were analysed and interpreted with regard to the research problem, objectives and research questions.

In qualitative data, the researcher used content analysis. Content analysis is a research technique used to make replicable and valid inferences by interpreting and coding textual material (Weber and Philip, (1990). By systematically evaluating

texts (e.g. documents, oral communication, and graphics), qualitative data can be converted into quantitative data. Although the method has been used frequently in the social sciences, only recently has it become more prevalent among organizational scholars. Content analysis is valuable in organizational research because it allows researchers to recover and examine the fine distinction of organizational behaviours, stakeholder perceptions and societal trends. It is also an important bridge between purely quantitative and purely qualitative research methods.

3.11 Ethical Issues

The goal of ethics in research is to ensure that no one is harmed or suffers adverse consequences from research activities. In the course of this research, the researcher observed ethics guiding research conduct and thus the principle of voluntary participation required that people are not forced into participating in research. Most importantly, the researcher observed and guaranteed participants of confidentiality that is; they were assured that identified information was not made available to anyone who was not directly involved in the study. The researcher thus abided to strict ethical principles and guarantee participants of anonymity throughout the study process. Also all references were cited accordingly.

CHAPTER FOUR

INTERPRETATION, ANALYSIS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter presents the findings from the data collected through questionnaires from employees of Mbeya Medical Research Centre. The aim of the study was to assess the factors influencing employees' motivation. In the previous chapter, the research methodology was reviewed to establish data collection and procedures, data analysis methods, thus, a systematic analysis of the survey data, descriptive statistics on the demographic data of respondents and independent variables and dependent variable for ease of analysis and discussion of the findings. The presentation is based on the research objectives which aimed at assessing the factors influencing employees' motivation at Mbeya Medical Research Centre.

4.2 Sample Description

This section presents the demographic characteristics of the respondents. The researcher utilized frequencies and percentages to identify data characteristics. Nominal scales were employed in the background section of the questionnaire to acquire the respondents' personal histories of which covered three categories: (1) Gender (2) Age (3) Department (4) Education level (5) and Working experience. The study used 67 surveys questionnaire which were sent to target respondents. And all 67 questionnaires were retrieved making it 100% response rate, the sample characteristics are showed in the table 4.1.

As shown in table 4.1 it can be observed that the number of female respondents who joined the survey was higher than male respondents i.e. 35 (52.2%) versus 32

(47.8%) respectively. Furthermore, 6% of the respondents were of the age below 21 years, whereas those aged between 21-30 years constituted 43.3%, those aged between 31-40 established 34.3% and those between 41-50 years and above 50 were (14.9%) and (1.5%) respectively. This study showed that 38.5% of the respondents pursued diploma studies whereas 28.4% of the respondents pursued certificate.

Table 4.1: Sample Characteristics

Description	Number of Respondents/Frequency	Valid Percentage (%)
Gender		
Female	35	52.2
Male	32	47.8
Total	67	100.0
Working experience		
1-5 years	25	37.3
6-10 years	16	23.9
11-15 years	15	22.4
16-20 years	6	9
Above 20 years	5	7.5
Total	67	100.0
Age in Years		
Below 21	4	6
21-30	29	43.3
31-40	23	34.3
41-50	10	14.9
Above 50	1	1.5
Total	67	100.0
Education Level		
Secondary	11	16.4
Certificate	19	28.4
Diploma	24	35.8
Degree	11	16.4
Masters	2	3.0
Total	67	100.0

Source: Analysis of Survey Data, 2018

Furthermore, 16.4% of the respondents studied degree and secondary besides, 0% and 3% of the respondents had primary and masters respectively. Lastly,

respondents with 1-5 years of experience took 25 (37.3) %, 16 (23.9) % of respondents have 6-10 years, 15 (22.4) % of respondents have 11-15 years and 6 (9) % and 5 (7.5) % have 16-20 years and above 20 years of experience at work respectively. Demographic questions are an important aspect of any study, they are designed to help researcher determine what factors may influence a respondent's answers, interests and opinions. Choosing the proper demographic questions will truly give actionable and meaningful results to assist in making better decisions.

4.3 Reliability Test Result

The reliability test is important as it tells the instrument used to measure the degree of consistency of an attribute which it is supposed to measure. According to Hair et al., (2010) the reliability measure the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instruments. It is established to examining the stability and consistency of the data. Cronbach's alpha (α) test was conducted and the results suggested the modifications of the scale through factor analysis (PCA) so as to improve reliability. Cronbach's Alpha equals 0.972 for the entire questionnaire which indicates good reliability of the entire questionnaire. Therefore, based on the test, the results for the items are reliable and acceptable.

4.4 Factor Analysis

Factor analysis is a statistical data reduction and analysis technique that strives to explain correlations among multiple outcomes as the result of one or more underlying explanations or factors. The technique involves data reduction, as it attempts to represent a set of variables by a smaller number. The function of factor

analysis attempts to discover the unexplained factors that influence the co-variation among multiple observations. These factors represent underlying concepts that cannot be adequately measured by a single variable. The significance of factor analysis is especially popular in survey research, in which the responses to each question represent an outcome. Because multiple questions/statements often are related, underlying factors may influence subject responses.

4.4.1 Validity Test Result

Table 4.2: KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.			.840
Bartlett's Test of Sphericity	Approx. Chi-Square		1804.454
	df		300
	Sig.		.000

Source: Analysis of Survey Data, 2018 (n = 67)

According to table 4.3, the Bartlett's Test of Sphericity showed that the data variables obtained after the data reduction process were significant (0.000) to measure the dependent variable with a Kaiser-Meyer-Olkin Measure of Sampling Adequacy value of 0.840. Authors argued that the results from factor analysis can be considered acceptable if the Kaiser-Meyer-Olkin value (KMO) is 0.6 or greater and the Bartlett's Test of Sphericity is statistically significant; $p < 0.05$. Therefore, based on the test, the results for the items are valid and acceptable.

Principal Component Analysis (PCA) was conducted with values of less than 0.40 being suppressed. Many cross loadings were observed. Some of the items were removed to improve the tool's validity. In spite of the above modifications, few cross

loadings were observed in the constructs. However, inspite of the remaining cross loading no further deletion of the items was done. The researcher decided to keep the remaining statements (items) because it is understandable that sometimes, items making one construct can be interpreted as being similar to other items in other constructs, although this reduces the validity of the instrument.

4.5 Descriptive Statistics and Discussion of Findings

In this part, descriptive statistics in the form of mean were presented to illustrate the level of agreement of the respondents with their implications of the four variables. A five-point Likert Scale was used to interpret the respondent's responses. According to scale those issues that were strongly disagreed were awarded 1 while those which were strongly agreed on were awarded 5. Within the continuum are 2 for disagree, 3 for neutral and 4 for agree. Mean were used to analyse the data. According to the study, those sub-factors with a mean range of 1 to 3 were rated as disagree while those with a mean range of 3.1 to 5 were rated to agree.

4.5.1 Descriptive Statistics on Financial Incentives in Employees' Motivation

The findings as presented in Table 4.3 indicate the responses on the extent to which respondents agreed and disagreed on the given statements concerning the financial incentives on employees' motivation in the health sector. From the findings, majority of the respondents (56.7%) agreed that overtime payments can facilitate organization performance, whereas minority of the respondents (10.4%) disagreed as fringe benefits lead to employees to work. Furthermore, financial incentives lead to essential and motivate workers in healthcare delivery that financial incentives should be provided to facilitate service assessment, commitment and performance at Mbeya

Medical Research Centre. As indicated by a mean of 4.15, 4.18, 4.24, 4.03 and 4.03 correspondingly. This implied that Financial Incentive lead to encourage employees' commitment and performance (Table 4.3).

Table 4.3: Descriptive Statistics on Financial Incentives in Employees' Motivation

Variables	Strong disagree	Disagree	Neutral	Agree	Strong Agree	Mean
Good salary can motivate employee to work.	0.0%	10.4%	6%	41.8%	41.8%	4.15
Fringe benefits lead to employees to work hard.	0.0%	10.4%	3%	44.8%	41.8%	4.18
Allowances do increase employee performance.	0.0%	10.4%	7.5%	29.9%	52.2%	4.24
Bonuses influence employees' productivity.	0.0%	10.4%	17.9%	29.9%	41.8%	4.03
Overtime payments can facilitate organization performance.	0.0%	10.4%	4.5%	56.7%	28.4%	4.03

Source: Analysis of Survey Data, 2018 (n = 67)

4.5.1.1 Discussion of Effect of Financial Incentives on Employees' Motivation

In this study financial incentives had statistical significant influence towards employees' motivation. Furthermore, the findings indicate that financial incentive had influence towards service quality. Table 4.4.1 reveals that the mean rating score of all the entire sub-construct variables in the perception of respondents towards financial incentives agreed that all those entire sub-construct variables are the important factors that have influence on employees' motivation because they were falling between the mean ranges of 3.1 to 5.0.

The findings are consistent with the study done by: Shahzad Aziz and Zahid Hussain (2014) at COMSATS Institute of Information Technology Sahiwal, Pakistan in a

study to seek the relationship between the different factors (financial rewards, personal traits, high salary plans, job design and supervision) and employees' motivation. All the different variables have the positive impact on employees' motivation. They contribute positively towards the employees' motivation. This study conducted with the reference of Pakistan. It concluded that these factors have positive effect on employees' motivation. With the above findings and studies, it can be suggested that for employees to be motivated, it depends on financial incentives to be recognised. Financial incentives play significant part in motivation of employees in Tanzania.

4.5.2 Descriptive Statistics on Career Development in Employees Motivation

The study results in Table 4.4 indicate the responses on the extent to which respondents agreed and disagreed on the given statements concerning Career Development in Employees Motivation. From the findings, majority of the respondents (59.7%) agreed that there is education and self-training opportunities in workplace and employee development and succession plan are well implemented. Further, only (7.5%) of the respondents disagreed that there is education and self-training opportunities in workplace at Mbeya Medical Research Centre.

From the findings as indicated by a mean of 3.93, 3.91, 3.73, 3.76 and 3.84. This implied that Employees who have access to career development processes, resources and tools feel much more engaged and supported by the organization. In addition, employees who drive their own development are far more likely to be motivated and optimally productive on a consistent basis. Also, Career development initiatives

aimed at retaining experienced talent provide direct opportunities for knowledge sharing - enhancing and tapping into knowledge capital within an organization and ensuring that such valuable knowledge is not lost.

Table 4.4: Descriptive Statistics on Career Development on Employees Motivation

Variables	Strong disagree	Disagree	Neutral	Agree	Strong Agree	Mean
Seminars are provided by professionals.	0.0%	11.9%	9%	53.7%	25.4%	3.93
Further education stimulate career of employee.	0.0%	10.4%	16.4%	44.8%	28.4%	3.91
There are effective Job rotation opportunities in the organization.	0.0%	14.9%	14.9%	52.2%	17.9%	3.73
There are education and self training opportunities in workplace.	0.0%	7.5%	20.9%	59.7%	11.9%	3.76
Employee development and succession plan are well implemented.	0.0%	9%	14.9%	59.7%	16.4%	3.84

Source: Analysis of Survey Data, 2018 (n = 67)

The findings are consistent with the study titled: The relationship between career-development training programs and the motivation of employees in Walden University, USA, Anthony (2005) whereby the findings of this study highlighted a concern from the participants that training programs have a major influence on workplace productivity and morale. Furthermore, the findings suggest the training program's quality may influence workplace productivity. The authors conclude by pointing out the analysis of the answers showed that not only does workplace productivity decline from the changes in a training program, but employee motivation is altered as well.

With the above findings and studies, it can be suggested that workers on every level understand the importance of training in regard to productivity of an organization. Training programs are vital to an organization's success. Unfortunately, organizational leaders often look to training programs to help offset costs in an organization with reduced operational budgets (Kohn, 2009). This is despite the facts that training programs are vital to employee development and workplace productivity (Farooq & Khan, 2011). Findings from this study showed that not only does the workplace productivity decline from the changes in a training program, but employee motivation is altered as well.

Clearly, an organization must consider its overall direction and goals in order to assess the competencies that they need from their workforce to be successful. It is equally important that the organization takes into account an employee's motivation to succeed as an individual. In addition employees who perceive their employer to provide career growth opportunities show a greater commitment to their organizations (Mikkelsen, Saksvik, Eriksen, & Ursin, 1999).

4.5.2.1 Discussion on the Effect of Career Development on Employees' Motivation

Besides, the results indicate that career development had influence towards employee's motivation. Table 4.5 reveals that the mean rating score of all the entire sub-construct variables in the perception of respondents towards career development agreed that all those entire sub-construct variables are the important factors that have influence on employee's motivation because they were falling between the mean ranges of 3.16 to 5.0.

4.5.3 Descriptive Statistics on Promotion Opportunity on Employees' Motivation

The findings in Table 4.5 indicate the responses on the extent to which respondents agreed and disagreed on the given statements concerning the Promotion Opportunity in Employees' Motivation in the research institutions. From the findings, majority of the respondents (67.2%) agreed that Mbeya Medical Research Centre has clear organization structure, (59.7%) of the respondents agreed that Promotion Policies have fair promotion decisions and (58.2%) agreed as the centre has culture to promote her employees. But, (3%) of the respondents disagreed that the centre has culture to promote her employees.

Table 4.5: Descriptive Statistics on Promotion Opportunity on Employees' Motivation

Variables	Strong disagree	Disagree	Neutral	Agree	Strong Agree	Mean
Institution has culture to promote her employees	0.0%	3.0%	26.9%	58.2%	11.9%	3.79
Promotion Policies have fair promotion decisions.	0.0%	7.5%	14.9%	59.7%	17.9%	3.88
Institution has clear organization Structure.	0.0%	7.5%	14.9%	67.2%	10.4%	3.81
Institution promote employee at reasonable time.	0.0%	11.9%	23.9%	47.8%	16.4%	3.69
Low rate of employee turnover.	0.0%	7.5%	14.9%	49.3%	28.4%	3.99

Source: Analysis of Survey Data, 2018 (n = 67)

Most of the respondents agreed that employees' motivation influenced by the possibility of a job promotion, employer can motivate an employee by appealing to career securities, which are the major career and personal priorities that workers may hold. From the findings as indicated by a mean of 3.79, 3.88, 3.81, 3.69 and 3.99,

clearly showed that one way that promotions motivate employees is by providing an opportunity to be improved on the job experience.

4.5.3.1 Effect of Promotion Opportunity on Employees' Motivation

Also, the results indicate that promotion opportunity had influence towards employees' motivation. Table 4.5 reveals that the mean rating score of all the entire sub-construct variables in the perception of respondents towards promotion opportunity agreed that all those entire sub-construct variables are the important factors that have influence on promotion opportunity because they were falling between the mean ranges of 3.1 to 5.0. The findings are consistent with the study by Noraani Mustapha (2013) with the title "The Effect of Promotion Opportunity in Influencing Job Satisfaction among Academics in Higher Public Institutions in Malaysia".

The objective of this study was to determine the influence of promotion opportunity on job satisfaction among lecturers in four public universities in Kelantan, Malaysia. Data was then analysed using descriptive analysis to describe demographic profile of respondents and Pearson Product Moment Correlation to test the relationship between variables. The result indicated that there was a positive significant relationship between promotion opportunity and job satisfaction. Henceforth, from the findings and studies, Promotions enable an organization to utilize the skills and abilities of its personnel more effectively thus, good performance realized. Proper motivation of health workers with promotions inclusive will reduce corruption, increase hard work and increase teamwork. In addition, the workers will have a settled mind in their profession. There will be a reduction in the likelihood of them

to opt for other occupations. Therefore, this promotion will improve on the performance of workers.

4.5.4 Descriptive Statistics on Job Security in Employees' Motivation

The study findings as presented in Table 4.6 indicates the responses on the extent to which respondents agreed and disagreed on the given statements concerning Job Security in Employees' Motivation. From the findings, majority of the respondents (56.7%) agreed that Organization allows employees to join Pension Funds, (50.7%) of the respondents agreed that Employment laws are well observed at Mbeya Medical Research Centre and (47.8%) agreed that employees join the workers unions and the institution has clear organization plan.

Table 4.6: Descriptive Statistics of Job Security on Employees' Motivation

Variables	Strong disagree	Disagree	Neutral	Agree	Strong Agree	Mean
Employment laws are well observed.	0.0%	14.9%	14.9%	50.7%	19.4%	3.75
Employment contract has long term job prospects	0.0%	10.4%	17.9%	44.8%	26.9%	3.88
The organization has clear organization plan	0.0%	10.4%	9.0%	47.8%	32.8%	4.03
Employees join the Workers' Union	0.0%	7.5%	9.0%	35.8%	47.8%	4.24
Organization allows employees to join Pension Funds	0.0%	10.4%	4.5%	28.4%	56.7%	4.31

Source: Analysis of Survey Data, 2018 (n = 67)

From the findings as indicated by a mean of 3.75, 3.88, 4.03, 4.24 and 4.31, it implies that employees who settle into a position are more likely to achieve long-term career goals, better position themselves financially and gain marketable skills

that appeal to future employers. All these factors provide sufficient reminders about the importance of striving for job security. Mbeya Medical Research Centre as indicated in the findings Employees who don't fear for their jobs are more likely to perform at a higher level and feel greater commitment to an employer. However, job security works best as a motivator when employees see a connection between job retention and their own performance.

4.5.4.1 Effect of Job Security on Employees' Motivation

The findings indicated that job security had influence towards employees' motivation. Table 4.6 revealed that the mean rating score of all the entire sub-construct variables in the perception of respondents towards job security agreed that all those entire sub-construct variables are the important factors that have influence on employees' motivation because they were falling between the mean ranges of 3.1 to 5.0. The findings align with the study titled: The effect of job security on perception of the motivation in Manas University: Turkey, where at the end of the research, it has been understood that the hotel employees in Turkey have low motivation about the job security and there is a significant relation between job security and the motivation means.

Therefore it has been concluded that the perception of job security affects the perception level of each motivation mean. With the above findings and studies, noted that an organization with workers with low job security cause people to lose faith in their future which consequently affect performance. He affirmed that the more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the

organization. Their contributions will be less and ineffective if they feel low job security in the organization.

4.5.5 Descriptive Statistics of Employees Motivation

The findings as Table 4.7 depicts, indicates the responses on the extent to which respondents agreed and disagreed on the given statements regarding the Employees' Motivation in government hospitals. From the findings, majority of the respondents (52.2%) agreed that employees have an opportunity to take new responsibilities and 49.3% of the respondents agree that being independent without much supervision increases their performance, whereas few of the respondents i.e. 4.5% disagreed that employee has opportunity to take new responsibilities.

Table 4.7: Descriptive Statistics on Employees' Motivation

Variables	Strong disagree	Disagree	Neutral	Agree	Strong Agree	Mean
Working with team increase efficiency of an employee.	0.0%	10.4%	7.5%	41.8%	40.3%	4.12
Employee has opportunity to take new responsibilities.	0.0%	16.4%	4.5%	52.2%	26.9%	3.90
Being independent without much supervision increases performance.	0.0%	19.4%	11.9%	49.3%	19.4%	3.69
There is low rate of employees' turnover.	0.0%	11.9%	16.4%	47.8%	23.9%	3.84
Participants are satisfied with employees' services.	0.0%	10.4%	19.4%	38.8%	28.4%	3.88

Source: Analysis of Survey Data, 2018 (n = 67)

Furthermore, the mean score concerning employees' motivation at Mbeya Medical Research Centre as indicated by a mean of 4.12, 3.90, 3.69, 3.84 and 3.88 indicated

that respondents agreed to the sub factors of employees' motivation at Mbeya Medical Research Centre. This implied that understanding what motivates individuals is vital in attempting to obtain high level output from them in the organization. Administrators should concentrate on promoting affective commitment of their employees to the organization. In other words, managers should focus on cultivating employees' interests, attitudes or emotional values as they relate to their work in the organization.

4.6 Qualitative Findings

In this study the researcher asked several questions to Human Resources Manager concerning employees' motivation. The first question was "How do you focus on motivating the employees?" And the response was as the following "He must ensure that employees understand how their individual efforts contribute to the organization's overall strategy and direction. People want to be part of a winning team. Employees will take pride and be engaged in their work if they understand how their efforts impact the organization".

Second question was "elements that contribute employees' were being motivated?"

According to the source he said

"Leadership style is a key factor in determining how people feel about the company and how motivated they are. Very often, just changing the leader changes the psychological climate of the organization and in turn, the whole performance of people in the organization. Another question was about the structure of the work. Some work is inherently motivational, requiring creativity, imagination, and high levels of energy. Work that involves communicating, negotiating, and interacting with other people in order to gain their cooperation to get the job done quickly and well brings out the best energies of the individual. Further, he talked about The Reward system. Every organization is characterized by a particular type of reward structure, often differing from person to person and from

department to department.”

Fourth question asked was -Factors besides the ones mentioned above do you believe have significant impact on employee motivation in the organization? The study was informed that

“one of the most important factors in employee motivation is how often their hard work is recognized. If an employee continues to expend discretionary effort to produce exceptional results and that effort is not recognized, don't expect it to keep happening. It is not just important to recognize great work, how you go about recognizing your team's contributions has a significant impact”.

Last question was -what recommendation can you give that would go ahead to increase employee motivation levels in the organization? According to the source he said

“Employees’ motivation is a critical aspect at the workplace which leads to the performance of the department and even the company. Motivating your employees needs to be a regular routine. Motivated employees can lead to increased productivity and allow an organization to achieve higher levels of output.

4.7 Implication of the Study

The findings of this study will help in understanding the factors influencing employees’ motivation in various organizations. It is very important to understand this particular research study, since it is applicable to the research organizations in Tanzania. This study could help Management Team to figure out how to tap into that motivation to accomplish work goals. Fortunately, the Management Team can use to controls the key environmental factors necessary to motivate employees. The second most important factor in a manager's ability to motivate employees is creating a work environment and organizational culture that fosters employee motivation and engagement.

4.7.1 Managerial Implications

The findings from this study have great implications for organization management because it allows management to meet the organization's goals. Without a motivated workplace, organization could be placed in a very risky position. Motivated employees can lead to increased productivity and allow the organization achieve higher levels of output. Imagine having an employee who is not motivated at work, they will probably use the time at their desk surfing the internet for personal pleasure or even looking for another job. This is a waste of time and resources.

Motivating your employees is vital to any business. A motivated workforce means a highly productive staff, all of which will help you achieve your business goals. And this should be the main objective in your organizational and business plan. Before you build a motivational strategy, the first step you need to take is to understand what motivates your employees. What drives them to their peak performance will better help you develop programs that both motivate and retain the best employees for your business.

While not every employee will be motivated by the same thing, focusing on a list of key motivating programs can help. Your plan can include everything from monetary incentives, rewards and recognitions, building programs that support work-life balance, to simply creating a fun, relaxed office environment. The opportunities are endless and the rewards are substantial. Employee incentive programs are one of the easiest ways to incentivize your workforce. While not every program needs to be monetary in nature, should you have limited budgets, the end results are the same; employees become more motivated when they are recognized and rewarded for good

work. The importance of employee motivation can not be down-played. Ultimately when employees are motivated this increases productivity, lowers turnover and improves overall performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In this chapter, the summary of the findings and conclusions were clearly stated and these conclusions were drawn and verified from the findings. The researcher further made recommendations of the study. This chapter winds up by giving suggestions for further research.

5.2 Summary of Findings

From the findings, the study recognized that financial incentives affected employees' motivation and many employers recognized that the success of their business is highly influenced by the professional capacity and motivation of their workforce. Organizations must face the challenges of increasing the level of commitment, motivation and job satisfaction among their employees. In this regard, it is important to take into consideration the impact of employees' needs, motives and ambitions and to negotiate more flexible schemes for financial participation, career development opportunities, promotion opportunity and job security and performance recognition as part of employees' motivation in the organization.

From the findings, most of the respondents agreed that financial incentives affect organizations and can lead to employees' motivation. Financial incentives are those which satisfy the subordinates by providing rewards. Money has been recognized as a chief source of satisfying the needs of people. Money is also helpful to satisfy the social needs by possessing various material items. Therefore, money not only satisfies psychological needs but also the security and social needs. Therefore, in

many organizations, various wage plans and bonus schemes are introduced to motivate and stimulate people to work.

From the findings, the study established that promotion is an effective tool to increase the spirit to work in a concern. If the employees are provided opportunities for the advancement and growth, they feel satisfied and comfortable and they become more committed to the organization. Also Mbeya Medical Research Centre has been improving employee performance through conducting different trainings and programs. Career Development focus on improving specific competencies related to the employee's current job, employee development programs target skills, knowledge and behaviours that better prepare the employee for future positions; career development encompasses both training and development. 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 organization in securing best possible utilization of resources.

5.3 Conclusion

This study has tried to show the factors influencing employees' motivation in an organization. This study used both quantitative and qualitative research approach through which Simple random sampling technique was used to collect data from a sample of 67 respondents. The collected data was analysed using percentages and means by using SPSS Version 20; questionnaire and interview were used as instruments of primary data collection and to check for reliability of the study used Cronbach's Alpha and to check for validity was used for Factor Analysis (KMO). From the findings, the study shown that, if all factors that are (Financial Incentives,

Career Development, Promotion Opportunity and Job Security) are well managed by the institution (Mbeya Medical Research Centre), it will enhance employees' motivation. All factors have to be considered because they have an effect on employees' motivation.

5.4 Recommendation of the Study

From the findings, the study recommends that, giving incentives should be linked practically with the level of performance as to distinguish the excellent employees according to their performance; this will enhance the employees to do their best in order to improve their performance and therefore financial incentives will be linked to improving the performance. Also it is keeping on giving incentives in the appropriate time and not delaying them in order not to lessen the goal of the incentives. It supports the concrete financial incentives in the primary bonus commission due to the role that such incentives play in finding many solutions to some social and financial problems that may face the employees.

From the findings, the study recommends that employers can increase productivity and financial returns by investing in their employees through career development. Perceived growth opportunities offered by an employer have been linked to higher job performance and lower turnover which, as discussed above, contributes to higher quality products and prevents monetary loss due to employee turnover. Moreover, evidence suggests a positive relationship between financial performance and organizations that encourage and support continuous knowledge acquisition and dissemination.

From the findings, the study recommends that, job security has a significant effect on the overall performance of Mbeya Medical Research Centre. It was noted that organization with workers with low job security cause people to lose faith, confidence and commitment in their future life which consequently affect performance. It was affirmed that the more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the organization. Therefore, it seems their performance is linked to organizational performance, their contributions will be less and ineffective if they feel low secured.

5.5 Area for Further Study

This study has focused only on Mbeya Medical Research Centre employees which is a research institution. As future research, the same study can be done but in the other sectors.

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APPENDICES

APPENDIX A: QUESTIONNAIRE

OPEN UNIVERSITY OF TANZANIA

Dear respondent,

This study is conducted by **NTUMI KABUKA**, Master of Human Resources Management student of **THE OPEN UNIVERSITY OF TANZANIA** on the topic titled **Factors Influencing Employee's Motivation at the National Institute for Medical Research – Mbeya Medical Research Centre (NIMR-MMRC)**. I request you to spare part of your valuable time to fill this questionnaire by ticking the most suitable option that applies to you. Please be informed that all the information that would be obtained through this questionnaire is purely for academic purposes only and a study to expand the borders of knowledge in the field. Respondents are assured of confidentiality of information provided.

A. PROFILE OF RESPONDENT

A1. Gender:

Male ()

Female ()

A2. Age years:

< 21 years ()

21-30 years ()

31-40 years ()

41-50 years ()

> 50 years ()

A3 Marital Status

Single ()

Married ()

Divorced/Divorcee ()

Widow/Widower ()

A4. Education level:

Primary ()

Secondary ()

Certificate ()

Diploma ()

Bachelor ()

Masters ()

PhD ()

A5. Work experience:

< 1 year ()

1-5 Years ()

6-10 Years ()

11-15 Years ()

16-20 Years ()

>20 Years ()

**B. ASSESSING THE FACTORS INFLUENCING EMPLOYEE'S
MOTIVATION**

The following table have statements about the factors influencing employees

motivation. Rate your agreement with each of the statements by circling using the scale provided in the table below.

Rank: 1 = SD: Strongly Disagree, 2 = D: Disagree, 3 = Neutral, 4 = A: Agree, 5 = SA: Strongly Agree.

S/N		SD	D	N	A	SA
	FINANCIAL INCENTIVES					
FI1.	Good salary can motivate employee to work.	1	2	3	4	5
FI2	Fringe benefits lead to employees to work hard.	1	2	3	4	5
FI3.	Allowances do increase employee performance.	1	2	3	4	5
FI4.	Bonuses influence employees productivity.	1	2	3	4	5
FI5.	Overtime can facilitate organization performance.	1	2	3	4	5
	CAREER DEVELOPMENT					
CD1	Seminars are provided by professionals.	1	2	3	4	5
CD2	Further education stimulate career of employee.	1	2	3	4	5
CD3.	There are effective Job rotation opportunities in the Institution.	1	2	3	4	5
CD4.	There are education and self training opportunities in workplace.	1	2	3	4	5
CD5.	Employee development and succession plan are well implemented.	1	2	3	4	5
	PROMOTION OPPORTUNITY					
PO1	Institution has culture to promote her employees	1	2	3	4	5
PO2	Promotion Policies have fair promotion decisions.	1	2	3	4	5
PO3	Institution has clear organization Structure.	1	2	3	4	5
PO4	Institution promote employee at reasonable time.	1	2	3	4	5
JS5	Low rate of employee turnover.	1	2	3	4	5
	JOB SECURITY					
JS1	Employment laws are well observed.	1	2	3	4	5
JS2	Employment contract has long term job prospects	1	2	3	4	5
JS3	Institution has clear Organization plan	1	2	3	4	5
JS4	Employees join in the workers unions.	1	2	3	4	5
JS5	Organization allows employees to join Pension Funds.	1	2	3	4	5
	EMPLOYEE MOTIVATION					
EM1	Working with team increase efficiency of an employee.	1	2	3	4	5
EM2	Employee has opportunity to take new Responsibilities.	1	2	3	4	5
EM3	Being Independent without much supervision increases my performance.	1	2	3	4	5
EM4	There is low Rate of employees turnover.	1	2	3	4	5
EM5	Participants are satisfied with employees services.	1	2	3	4	5

***Fringe benefits** – are compensation in addition to direct wages or salaries, such as company car, house allowance, medical insurance, paid holidays, pension schemes, subsidized meals etc.

APPENDIX B: INTERVIEW

INTERVIEW GUIDE FOR HUMAN RESOURCES OFFICER/MANAGER

1. How do you focus on motivating the employees

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2. What are the elements that contribute to your employees being both motivated and experience job satisfaction?

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3. To what extent would you attribute your motivation to work for this organization? (List three factors in order of importance)

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4. What other factors besides the ones mentioned above do you believe have a significant impact on employee motivation in the organization?

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5. What recommendations can you give that would go ahead to increase employee motivation levels in the organization.

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Thank you very much for your time!