

**IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE
AT THE PEOPLE'S BANK OF ZANZIBAR LIMITED**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT
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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: **“Impact of Motivation on Employee Performance at the People’s Bank of Zanzibar Limited”** in partial fulfilment of the requirements for the degree of Master in Human Resource Management (MHRM) of the Open University of Tanzania.

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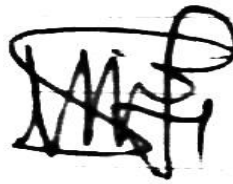
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I, **Salama Massoud Seif**, declare that, the work presented in this dissertation is original. It has never been presented to any other university or institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Master of Human Resource Management (MHRM).



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Signature

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Date

DEDICATION

This work is dedicated to my husband Suleiman Juma Pandu for the support and spiritual prayers during my entire studies. Also my dedication goes to all members of my family for their tireless support.

ACKNOWLEDGEMENT

First and foremost, I would like to thank Almighty God for the gift of life and the precious opportunity. God has given me guidance, protection and good health throughout my life and entire study, specifically during accomplishment of this dissertation.

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ABSTRACT

This study assessed the impact of motivation on employee performance in changing business needs in the Peoples' Bank of Zanzibar Limited (PBZ LTD). This study adopted descriptive survey research design in order to assess how motivation influences employee performance. This study used both probability sampling technique which was Cluster sampling technique, and Non probability sampling which was purposive sampling, to get a sample size of 41 respondents. The questionnaires which comprised both close-ended and open ended questions were used in data collection. The study found that; all variables had positive influence on employee performance in PBZ LTD. The study recommended that; there was a need for the PBZ management to involve all employees in all levels in setting a well and clear goals of the organisation, to make survey research to understand the customers' perception towards the services offered by PBZ, and to review the salary scheme, bonuses and other entitlement for the employees in order to make sure the employees satisfied and motivated in their posts, thus the required performance will be achieved. Also, there was a need for the government to make sure there is good and comfortable work environment to employees and to have a special section or department, which deals with internal research and development of organization.

Keywords: Motivation, and Employee Performance

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LIST OF ABBREVIATIONS

ICT	Information and Communication Technology
MD	Managing Director
PBZ	People's Bank of Zanzibar
SPSS	Statistical Package for Social Science
TPB	Tanzania Postal Bank

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

The People's Bank of Zanzibar Limited was established on 30th June 1966 in accordance with the Zanzibar companies Decree (Cap 153). The bank is the one of the oldest commercial Banks in Tanzania and it is wholly owned by Government of Zanzibar. By 2020, People's Bank of Zanzibar has a branch network of 16 branches and 4 services centres in Tanzania. The bank provides services to both corporate and retail customers (Pbz bank, 2020). The plan of the bank is to enhance its services and extend its branches to many regions as much as possible in the country. The Bank also has 4 service centres in various areas side of town of Unguja and Pemba to make its service easily reachable by those people leaving out of the cities where the Bank branches are available. These centres are at Mkoani in Pemba, Mazizini, Makunduchi and Kiwengwa in Unguja (Pbz bank, 2020).

According to the Bank of Tanzania, the Peoples' Bank of Zanzibar is performing well. PBZ has achieved to increase both financial deposits and lending to many customers from all branches in Tanzania, (Bank of Tanzania, 2020). The performance of the PBZ may contributed by many factors; including opening of many branches in the country for the business expansion, government support as it is wholly owned by the revolutionary government of Zanzibar and employee motivation. The relationship of motivation to the employee's performance was studies and proved to be positive by many researchers for a mean while now. A major factor that affect employee's performance is motivation (Musriha, 2019).

According to Musriha, (2019) stressed that there is direct strong and positive relationship between employee performance and their motivation. This described that increasing employee motivation will increase their performance and eventually increase the performance of organisation.

For any organisation to operate smoothly and without interruption, employees' cooperation cannot be replaced by anything else (Nabi et al, 2017). Nabi et al (2017) meant to say that employees' cooperation is the most important factor of organisation performance. The cooperation can be fully attained by positive motivation of employee's in order for achieving organisational goals, according to the study done in Bangladesh.

1.2 Statement of the Research Problem

The current business status of the PBZ until 2020 is really good. The performance of the PBZ was considered and noticed in many ways financially and in expansion of many brunches (Pbz bank, 2020). This was noticed from the organisation plan to open extra branches outside Tanzania. The study aimed at assessing the impact of motivation to the PBZ performance.

Generally speaking, many of the literatures including Gautam (2019), Feldman (2020) and, Omolo and Pamela (2015) described that motivation impacting performance. The most important motivators, or motivating factors discussed by many researchers are salary increment or Bonus, regular annual leave and well started organisation goals. Gautam (2019) commented that, good performance is not as result of motivation only, but also includes ability, skills, equipment, supplies and time.

Feldman (2020) described that, in today's marketplace, where companies seek a competitive edge, motivation is key for talent retention and Performance of employees in any organization is vital, not only for the growth of the organization, but also for the growth of individual employees (Omolo and Pamela, 2015). The PBZ Bank Ltd is the old Bank in Zanzibar compared to other commercial banks experience slow growth in service delivery compared to other banks existing in Zanzibar. The financial institution will need to align business changing needs and market shift to ensure continuing success (Brenda Waggoner, 2019). The interest of the researcher was to investigate that a slow growth in changing business needs with low competitive edge compared to other Banks like CRDB Bank is align with the impact of motivation to employee's performance. Therefore this motivates the researcher to conduct this study.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to assess the impact of motivation on employee performance in changing business needs in the Peoples' Bank of Zanzibar Limited.

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

- (i) To describe the extent of salary increment on employee performance.
- (ii) To examine how regular annual leave affects employee performance.
- (iii) To assess the influence of organisational goals on employee performance.
- (iv) To illustrate how work environment influence employee performance.

1.4 Research Questions

1.4.1 General Research Question

Based on The general objective of the study, the general question was:

What are the impacts of motivation on employee performance in the Peoples' Bank of Zanzibar Limited (PBZ LTD)?

1.4.2 Specific Research Questions

Based on the specific goals of this study, the research questions were:

- (i) To what extent does the bonus issue or salary increment influence employee performance?
- (ii) How regular annual leave affects employee performance?
- (iii) What are the influences of organisational goals on employee performance?
- (iv) How work environment influence employee performance?

1.5 Significance of the Study

The study was of enormous significance in many ways to many stakeholders, including staffs and management of the People Bank of Zanzibar Limited (PBZ) and Banking industry in general, students and other Academicians in higher learning institutions, policy and decision makers in regard to the Human Resource Management.

The staffs and management as well was benefited to the study by knowing how the salary increment or bonus, regular annual leave, well started organisation goals and work environment have influence on the performance of the staff, management and organisation as a whole.

Students and academicians was benefited on getting a brief insight of the salary increment or bonus, regular annual leave, well started organisation goals and work environment in order to understand the huge areas for further studies concerning the motivation influences and organisation performance especially in terms of salary increment, regular annual leave, well started organisation goals as well as the work environment.

Lastly, policy and decision makers were used the fruits of this study to determine on how to formulate and making decision on policies concerning the salary scheme or bonus, annual leave policies, goals of the organisation as well as the work environment for the sake of employees and the performance of the organisation in general.

1.6 Scope of the Study

The study was conducted in the Peoples' Bank of Zanzibar Limited (PBZ) to assess the impact of motivation on employees' performance in changing business needs. The study focused on the branches available in Zanzibar only, in Unguja Island in particular.

1.7 Organization of the Study

The study organized into five chapters. The first chapter was introduction, which covers the background to the problem, statement of the research problem, objective of the study, research questions, and significance of the study, scope of the study and organization of study. Chapter two comprised of conceptual definitions, theoretical literature review, empirical literature review, research gap, conceptual framework and

theoretical framework. Chapter three focussed on research methodology which includes research design, study area, population of the study, sample size and sampling procedures, data collection methods, data collection tools, reliability and validity of the data, data presentation and analysis. Chapter four focused on data presentation, analysis and discussions. Chapter five comprised of a summary of the study, conclusion and recommendations based on the findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter presented the background information of the study. This chapter presents the literatures reviewed concerning the study. The chapter presented the conceptual definitions of the key terms, theoretical and empirical literature review, research gap and finally conceptual framework and theoretical framework.

2.2 Conceptual Definitions of the Keyterms

In this session the ideas was to introduce the key definitions of knowledge for both important key terms of the study with different previous Authors or Researchers.

2.2.1 Motivation

The term motivation, in generally, described and defined by many scholars. They generally mean a force that drives someone to do something to achieve the predetermined goal. According to Greenberg & Baron Omolo and Pamela (2015) defined motivation as the set of processes that arouse, direct, and maintain human behaviour towards attaining some goal. Motivation is an individual's degree of willingness to exert and maintain an effort towards organisational goals (Faisal et al, 2015). The presence of motivation factors in the work place influences employee's job performance and productivity (Aamir et al, 2012).

Motivation refers to the forces within a beyond a person that arouse and sustain their commitment to a course of action, (Ololube, 2013). On the other hand, Hippler (2009)

defined motivation as a host of psychological processes that culminate in an individual's desire and intentions to behave in a particular way. Also Khan et al (2010) described motivation as “the driving force behind an individual's actions that energizes and directs goal-oriented behaviour.

2.2.2 Employee Performance

Briscoe & Schuler (2004) viewed performance as a combination of several variables, such as motivation, ability, working conditions and expectations. Employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviour employees show in the workplace (Briscoe & Schuler, 2004). The business owner (organisation) have control over setting these expectations and monitoring them regularly. (www.bizfluent.com). Employee performance relates to how well workers can conduct their required job duties. Evaluating performance is an easy way to pinpoint the need for additional training and mentoring to improve your workforce.

2.3 Theoretical Literature Review

In this item particularly mentioned various reviews from different researcher how they explain their theory based with this topic in their reports in the bringing of knowledge to the global society including Maslow's Hierarchy of need Theory.

2.3.1 Maslow's Hierarchy of Need Theory

Maslow's Need Hierarchy Theory proposed by Abraham Maslow in 1954. Maslow proposed that all individuals have specific set of needs that need to be fulfilled over a course of lifetime. Maslow arranged the needs in a hierarchical order and

proposed that individual have five basic set needs; Physiological needs, Safety needs, Love needs, Esteem needs and Self-actualization needs.

2.3.1.1 Psychological Need

Psychological needs are literal requirements for human survival. Air, food and water are metabolic requirements for survival for all humans. An individual to satisfy these psychological needs is greater than the drive to satisfy any other type of need. These needs are satisfied through the wages and salaries paid by an organization.

2.3.1.2 Safety Need

With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior. In the absence of physical safety-due to war, natural disaster, family violence, childhood abuse etc., people may re-experience post-traumatic stress disorder or trans generational trauma. In the absence of economic safety- due to economic crisis and lack of work opportunity- these safety needs manifest themselves in ways as a preference for job security, grievance procedure for protecting the individual from unilateral authority, insurance policies, reasonable disability accommodations, etc. Safety and security needs include: personal security, financial security, health and well-being, safety net against accidents/illness and their adverse impacts.

2.3.1.3 Love and Belonging

Human need to feel sense of belonging and acceptance, weather it comes from a large social group, such as clubs, office culture, professional organizations, sport teams or

small connections (family members, inmate partners, mentors, confidants). They need to love and be loved by others.

2.3.1.4 Esteem Need

All humans have a need to be respected and to have self-esteem and self-respect. Esteem presents the normal humans desire to be accepted and valued by others. People need to engage themselves to gain recognition and have an activity/ activities that give the person a sense of contribution, to feel self-valued, to be it in a profession or hobby.

2.3.1.5 Self-Actualization Need

Maslow (1954), described that what a man can do, he must be. This form the basis of the perceived need for self-actualization. Maslow describes this desire to become more and more what one is, to become everything that one is capable of becoming. One can be achieve this not enough promotions but by mastering his/her environment and setting and achieving goals (Maslow, 1954). The study adapting Maslow's theory because the five basic set needs are the daily human needs which can motivate a person to work hard or to demoralize the ability of working hard in to his or her employer, no matter what the employer have as pleasing environment / attracting elements to assist employees to work.

2.3.2 ERG Theory

The ERG Theory was developed between 1961 and 1978, during which the theorist empirically tested data to hone the theory's major tenets and published scholarly

material, according to Alderfer (1989). The article describes how the theory was developed, while contrasting the backgrounds of its author, Alderfer, with Maslow. Alderfer explains how the empirical study that validated ERG was conducted at an Easton, Pennsylvania, factory and further developed later with the construction of another empirical study at a larger facility, where measurements were improved and presented in a dissertation.

Wanous and Zwany (1977) conducted a study that supported the integrity of ERG categories. Assessing the relationship between need satisfaction, importance, and fulfillment, they found that need fulfillment moderated satisfaction and importance. In other words, the importance of the need was based on the manner of its fulfillment.

In addition, this phenomenon was more likely to exist within the categories of existence, relatedness, and growth, rather than between them. From a military perspective, Wilcove (1978) found ERG lacking two critical categories: “respect for the organization and respect for one’s supervisor”. The added categories, along with a third (the need for personal freedom), were vetted through the administration of a questionnaire to “630 Navy male enlisted personnel in 11 types of organizations”.

A factor analysis identified the need components and was used to develop scales, regression analysis determined the use of the scales, and a cross validation correlation analysis validated the stableness of the predictor. The study supported the respect for organization need. However, mutual respect, social receptivity, and organizational respect also emerged from the study, as relatedness needs.

Wilcove suggests that future research should examine growth and relatedness needs in terms of family, and organizational impact on personal rights. Alderfer and Guzzo (1979) furthered the study of ERG by considering its usefulness in measuring enduring desires. The construct had been found to be effective in measuring episodic desires. The authors presented an instrument for testing enduring desires. It discussed the psychological and sociological factors of ERG, focusing on the educational backgrounds of parents, gender, and race. Respondents completed a questionnaire that related each of the three needs to two factors of need fulfillment: approach and avoidance. The approach revealed what steps a respondent might take to fulfill a need and avoidance discussed what steps a respondent might take to avoid disappointment.

Managers were also asked to consider social desirability on a five-point scale from the perspectives of their supervisors. Once the instrument was validated, it was administered to students at three different levels: undergraduates, professional management, and internal managers. The results validated the instrument as a measurement of how long a desire might endure.

Clayton Alderfer reworked Maslow's hierarchy of needs to align it more closely with the empirical research. His revised need hierarchy is called ERG theory. Alderfer argued that there are three groups of core needs- existence (similar to Maslow's physiological and safety needs), relatedness (similar to Maslow's social and status needs), and growth (similar to Maslow's esteem needs and self-actualization). Unlike Maslow, Alderfer did not assume that these needs existed in a rigid hierarchy. An individual could be focusing on all three need categories simultaneously. Despite

these differences, empirical research has not been more supportive of ERG theory than of the needs hierarchy.

2.3.3 Motivation Hygiene Theory

The motivation-hygiene theory was proposed by psychologist Frederick Herzberg. In the belief that an individual's relationship to work is a basic one and that an individual's attitude toward this work can very well determine the individual's success or failure, Herzberg investigated the question, "What do people want from their jobs?" He asked people to describe, in detail, situations when felt exceptionally good and bad about their jobs.

From the categorized responses, Herzberg concluded that the replies people gave when they felt good about their jobs were significantly different from the replies given when felt bad. Certain characteristics tend to be consistently related to job satisfaction, and other job dissatisfaction. Intrinsic factors, such as achievement, recognition, the work itself, responsibility, advancement, and growth, seem to be related to job satisfaction. When those questioned felt good about their work, they tended to attribute these characteristics to themselves. On the other hand, when they were dissatisfied, they tended to cite extrinsic factors, such as company policy and administration, supervision, interpersonal relations, and work conditions.

According to Herzberg, the data suggest that the opposite of satisfaction, as was traditionally believed. Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. Herzberg proposes that his findings indicate the

existence of a dual continuum: the opposite of “Satisfaction” is “No Satisfaction”, and the opposite of “Dissatisfaction” is “No Dissatisfaction”.

Herzberg explained that the factors leading to job satisfaction (motivators) are separate and distinct from those that lead to job dissatisfaction (hygiene factors). Therefore, managers who seek to eliminate factors that create job dissatisfaction can create more pleasant workplace, but not necessarily more motivated ones. That is, they will be placating employees rather than motivating them.

As a result, such characteristics as company policy and administration, supervision, interpersonal relations, work conditions, and salary have been characterised by Herzberg as hygiene factors. When these factors are adequate, people will not be dissatisfied; however, neither will they be satisfied. If we want to motivate people in their jobs, Herzberg suggests emphasizing achievement, recognition, the work itself, responsibility, and growth. These are the motivation factors that people find intrinsically rewarding or motivating.

2.3.4 Adams Equity Theory (1963)

This theory developed by American psychologist John Stacey Adam's in 1963. Adam's equity theory proposes that, people constantly measure what they put into work and what they get out of work. Adams suggested that if an employee does not feel they are getting equal or more out of the job than they are putting in, it can affect their desire to continue doing the job. Inputs included effort; commitment, ability and loyalty to the organisation while outputs include financial rewards (salary and wages) recognition and job security.

The use of this theory in this study is based on the desire to continue doing a job as the motivation and its influence from salary and wages. As the theory explained that, among output expected by the employee is the financial reward in the amount in which the employee will feel reasonable per time. The financial reward will motivate employee and thus lead to employee performance. Due to Adam's equity theory, it is obviously meant that; Effort and commitment of employees are highly influenced by salary and wages. As the salary increases then the employees will be motivated and result into good performance of the organisation.

2.3.5 Goal Setting Theory (1980's)

Goal setting theory was proposed by Edwin Locke and Gary Lotham in 1980, in University of Toronto. The Theory shows that intentions to work toward a goal are a major source of work motivation. Goals tells an employee what needs to be done and how much effort will need to be expended. A goal is what an individual is trying to accomplish, it is the object or aim of an action.

A more systematic way to utilize goal setting is with management by objectives (MBO) program. In MBO, managers and employees jointly set performance goals that are tangible, verifiable and measurable, progress on goals is periodically reviewed, and rewards are allocated on the basis of this program (Langton, 2010).

In order for goals to be effective, they should be 'SMART'. SMART stand for: Specific: employees know exactly what is to be achieved; Measurable: the goals proposed can be tracked and reviewed; Attainable: the goals, even if difficult, are

reasonable and attainable; Result-oriented: the goals should support the vision of the organization; and Time-bound: the goals are to be achieved within a started time.

According to Locke, goal setting motivates in four ways. One; Goal direct attention, this means Goals indicate where individuals/ employees should direct their efforts when they are choosing among things to do. Second, Goals regulate effort, this means Goals suggests how much effort an employee should put into a given task. Third, Goals increase persistence, this means Persistence represents the effort spent on a task over time. When people keep goals in mind, they will hard on them, even in the face of obstacles. And last, Goals encourage the development of strategies and action plans; once goals are set, employees can develop plans for achieving those goals.

2.4 Empirical Literature Review

A part from theoretical reviews here is to mention that there is empirical reviews which added a huge knowledge to this study as it was capture many reviews from previous researchers.

2.4.1 Empirical Literature Review Worldwide

Many studies done concerning the motivation and its influence to employee performance. The studies showed the positive link between motivation and employee performance worldwide. Specifically, also many studies show how motivation of employee is influenced by salary increment, regular annual leave, well started organisation goals and the work environment. Employee performance is influenced by motivation, capabilities of the employee and the work environment. Organizations must continuously motivate their employees in order to meet the organizational goals

and in order to reach their personal goals (Shanks, 2007). Motivation increases the willingness of the workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Riggio, 2014).

A goal is the aim of an action or task that a person consciously desires to achieve or obtain (Locke and Latham, 2002). Goal setting is a motivational technique used extensively in organizations as a method of directing individuals' efforts at work and providing a standard against which performance can be assessed (Lunenburg, 2011).

Setting organisational goals propels the overall organisations performance. A well started organisation goals helps in motivating employees and thus increase their performance in organisation. An organization's goals are the reason that it exists in the first place. Objectives are critical in determining an organization's success, effectiveness and performance in general (Tang et al 2008). Tang et al (2008) surveyed from four countries, Australia, Sweden, Mexico and Netherlands, on the impact of organisational goal setting on industrial munificence-goal attainment relationship and found that CEOs need to stretch their goal list while keeping a clear priority order among these goals in order to capitalise on industrial munificence.

According to the study done on the Performance Feedback, Goal Clarity, and Public Employees' Performance in Public Organizations, and the analysis of data collected from the local government workforce in Korea. The findings showed that performance feedback is significantly and positively related to individual performance, mediated by performance goal clarity.

In addition, the mediation effect of performance goal clarity was positively moderated by autonomy. The results imply that performance feedback can contribute to the improvement of individual performance by helping employees clearly understand the performance goals they need to accomplish. The higher levels of autonomy may promote the positive link between a clear understanding of performance goals and individual performance (Park & Choi, 2020). Park & Choi (2020) simply explained that, a well started organisation goals leads to the employee performance and organisation in general.

Also the study done in Pakistan concerning the moderate effect of goal setting on performance management system, the result revealed that, goal specificity and goals participative strengthen the organisation performance (Khan et al, 2010). The study suggest that, in order to achieve employee performance vividly, the organisation should clearly set the goals, which are specific to be implemented.

Furthermore, Ololube et al (2013) in Netherland studied on goal setting in teams: goal clarity and team performance in the public sector. The study result showed that goal clarity positively affects teams' performance. Expectations of organizations are usually for their employees to be efficient, add value and interact with the customers to satisfy their needs in order for better performance of the organisation. "Organizational goals are unattainable without enduring commitment of the members of the organization." (Nabi et al 2017) "The employees must participate in the process of goal setting in order to obtain their approval when setting higher and higher targets and the human resources people can help them to understand the consequences of these targets over their entire activity" (Viorel et al. 2019).

Riggio, (2014), on the study of factors that affect employee's motivation in Turkey, states that employee's performance and efficiency is among the factors that affect the success of this organization. Employees showing high rate of performance and working efficiently relates to their enough satisfaction of their job. Ensuring the continuous service quality is closely related with employee's satisfaction; especially in service sector employee's motivation is very important in terms of ensuring the continuous of service quality (Riggio, 2014).

According to the study aimed to find the influence of organizational justice and work environment on work motivation done by Sutanto, Scheller & Mulyono (2018). The study done in USA and revealed results which showed that organizational justice and work environment have a positive and significant influence on the work motivation of employees, both individually and collectively. In addition, Employees who have worked in a company for a long time continue to stay in the company because of good treatment they receive from the company, good relationships with other employees and management, and a feeling of security the company gives them (Sutanto, Scheller & Mulyono 2018).

2.4.2 Empirical Literature Review in Africa

Many studies also conducted in Africa concerning the motivation and employee performance. The studies discussed obviously showed the positive link between employee performances from many determinants of motivation discussed. In Nigeria, Ojeleye (2017) studied on the impact of remuneration on employees' performance, from eighty three employees of Abdul Gusau polytechnic and state college of education both in Zamfara state using structured questionnaire. The dependent

variable is employees' performance while the independent variable is remuneration (salary/wages, bonus/incentives). The results of the study suggested that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees. Further, the study recommends early payment of salaries, wages and all entitlements and encouragement of employees' participation in pay determination.

On the study done from South Africa titled Strategies to Improve the Level of Employee Motivation in the Fast Food Outlets in Cape Town, were conducted by Ukandu & Ukpere (2011). The study specifies that motivation increases the level of performances of employees and also increases their commitment in the workplace. Also Pinaar (2011) studied on Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry in Kenya.

The researcher explored on the factors for job stress and factors that can cause motivation of employees to work under hotel industry. Further the study revealed the positive impact availability of motivational factors on the performance of the employees in hotel industry. Faizan (2012) conducted the study on the role of motivation on employee performance at Victoria commercial bank in Kenya using correlation and regression to analyse data and concluded that there positive relationship between motivation and employee performance.

Also in Kenya, Gioko & Njugumu (2019) conducted a survey study on the strategic planning practices and performance of private hospitals in Nairobi city country. The study findings made the conclusion that; firm goals, business environment, resource allocation and strategic choices have a significant effect on performance.

2.4.3 Empirical Literature Review in Tanzania

Studies conducted in Tanzania also revealed the same positive relationship between motivation and employee performance. The study conducted by Mbogo (2013) concerning the impact of motivation on employee performance in public services in Tanzania in Ilala Municipality using Statistical Package for Social Studies and found that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor.

Mohamedi (2013) studied the impact of employee motivation on job performance in Tanzania banking sector, stipulated that excellent services provided by employees can create a positive perception and ever lasting image of the customers. However, motivation of employees plays a major role in achieving high level of satisfaction among its customers.

The study findings showed that motivational packages to employees of TPB caused the bank to perform well. Moreover the study insisted that salary increment has an impact on job performance, training, team working and good working conditions are among of the factors that motivate employees to work and facilitate performance.

According to Faisal et al, (2015). The study stipulates that employees are very crucial and expensive resource to any organization. The study mentioned that training has the direct impacts on employees' performance by generating benefits to both the employees and the organization, employees they work for through development of skills, knowledge, abilities, competencies and behaviour (Adeola and Mukarramah 2016). The study proved that training of employees gets new tactics on how to finish

their work in time and meet deadlines and acquire more skills that will enable them to do their work better. Under this study reveals that training of employees leads to a better performance. Another study was conducted by Feldman (2014), about assess to which extent internal customer care mechanisms and strategies are related to employees' performance, also to determine whether there is a relationship between the state of customer care and employees job satisfaction).

The study analyses that hotel owners and managers they do not consider employees as first customer internally, by that employees they do not feel sense of belonging, social protection, participation and creativity, which affect employee's satisfaction and performance at hotel industry.

Also, Musriha (2019), studied the impact of training and development on the performance of administrative staff in the public sector organization, conducted in Zanzibar, Tanzania, the study stipulates that employee training and development are typically associated with the improving of the performance, knowledge and skills of employees in their present job position.

But according to Armstrong (2001) sets out three specific training objectives to the employees. The study stipulates that training has been recognized to help employees in their current jobs and meet current performance requirements by focusing on specific skills required for the current needs. Critically, the study sample size was not enough, which were 25 respondents so by using a small sample size like that it is difficult to get the required information. In addition to that the research it's out-dated.

2.5 Research Gap

Several studies have been done concerning the impact of motivation to the organisation performance, for example, Faizan (2012) described as Employee performance is influenced by motivation, as also presented by Uzonna (2013), Pinar (2011) and Shafiq (2011) from empirical studies which have been done in Tanzania and outside of Tanzania. All of the above studies were not done in the PBZ Ltd Bank in Zanzibar.

However regardless motivation practices in commercial bank, the challenges, such as: what motivate employees and how motivation relates to employee performance (Shafiq, 2011) is still exist. This study focussed on impact of motivation on employee performance in align with changing business needs in the Peoples Bank of Zanzibar (PBZ) specifically located in Zanzibar with further intention to determine empirically how employee performance is influenced by motivation practice which are salary increment or Bonus, regular annual leave, work environment and well defined organisational goals that has not been researched before.

2.6 Conceptual Framework

Figure 2.1 shown the conceptual structure of the variables, which had been employed in the study. This shows the relationship between dependent variables and independent variables. The conceptual framework shown that; employee's performance influenced by motivation, and motivation influenced by salary increment, regular annual leave, well defined organisation goals and work environment.

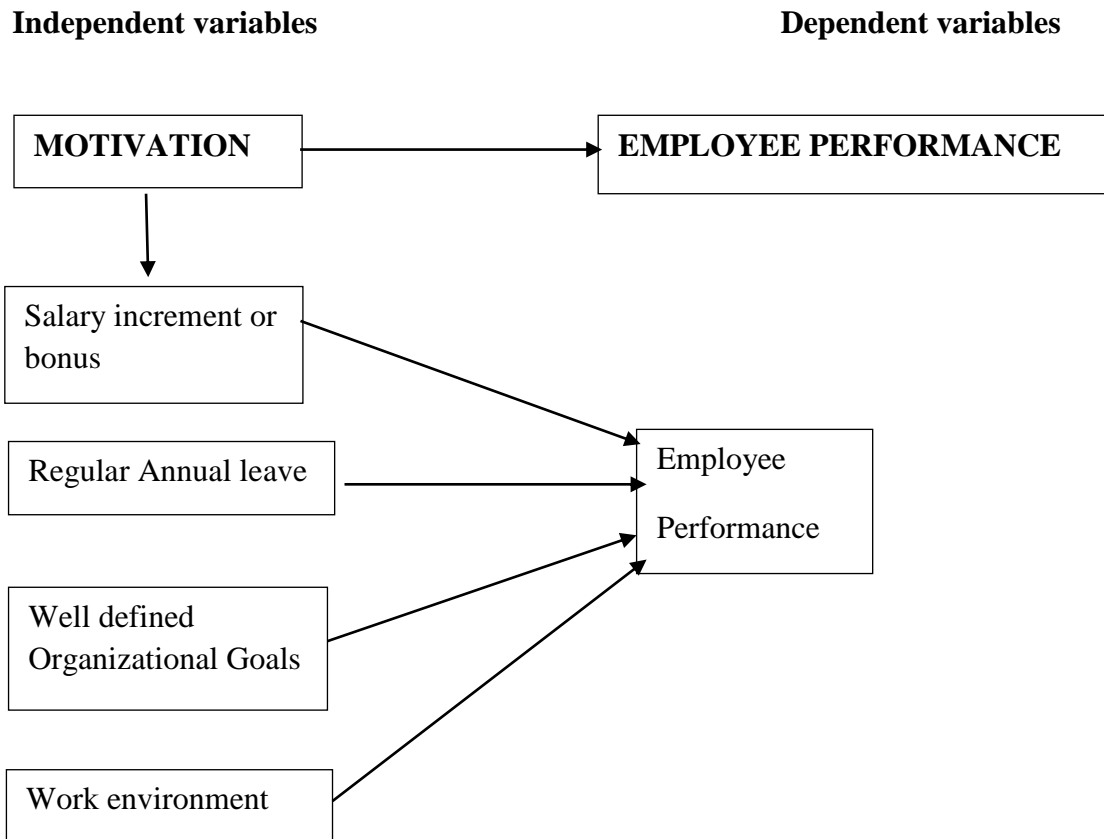


Figure 2.1: The Relationship Between Motivation and Employee Performance

Source: Researcher's own Conceptualization (2020)

From the Figure 2.1 it was clearly seen that salary increment or bonus, regular annual leave, well defined organization goals and work environment used to determine the employee performance in the organization when changing the business needs.

2.7 Theoretical Framework

After reviewing various articles in the literature part the following theoretical framework had been drawn in order to give brief and precise or summarized presentation of the study. This study employed salary increment or bonus, regular annual leave, well defined organisational goals and work environment as the independent variables in which, when conducted result in motivation. The study used motivation as dependent

variable by using the mentioned independent variables. On the other hand, this study measured the employees' performance as dependent variable on the motivation. In this case the motivation will be independent variable.

This assumed that when salary increased then employees motivated and thus result into good performance of the PBZ Bank. Also, annual leave was regularly allowed to employee, then employees motivated and thus result into good performance of the PBZ. Also assumed that when organisational goals were well defined and implemented then employees motivated and thus result into good performance of the PBZ. Lastly, when work environment was conducive to employee, then employees motivated and thus result into good performance of the PBZ. This briefly said that, salary increment, regular annual leave, well defined organisation goals and work environment motivated employees and thus results into good performance of organisation.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the methodologies that were applied in this study. It includes the research design, study area, study population, sampling technique and sample size. It also includes data collection tools and procedures, reliability and validity of instruments, data analysis and presentation.

3.2 Research Design

By definition, a research design is the conceptual structure within which research is conducted; it constitutes the blue print for collection, measurement and analysis of data (Kothari, 2004). This study adopted descriptive survey research design in order to assess how motivation influence employee performance in the People's Bank of Zanzibar Limited (PBZ). Descriptive survey research design is adopted to collect information about people's attitudes, opinions, habits, or any of the variety of educational or social issues (Shafiq and Naseem, 2011). Kothari (2004) adds on that descriptive survey research design gives in-depth responses about peoples' thoughts and feelings on the problem. Descriptive survey research design was used in order to be able to assess the impact of motivation on employees' performance in PBZ.

3.3 Area of the Study

The study conducted in the Peoples Bank of Zanzibar Limited (PBZ) in Unguja. This institution has 16 branches in Tanzania; 7 of them are located in Zanzibar including the Head office in Urban-West region. The bank was provides financial services to

both retails and cooperate customers in Tanzania. The bank was established on 30th June 1966 and is wholly owned by the Revolutionary Government of Zanzibar. PBZ is one of the oldest commercial bank in Tanzania.

The choice of this institution based on two reasons. Firstly; the organisation was familiar and near to the researcher, so this helped in reducing financial and time costs. Secondly; the organisation is one of the financial institutions, which performs well. About 50% of the financial market in Zanzibar was hold by PBZ. This attracted researcher to believe that, there was motivation in organisation, which deals to desirable employee performance.

3.4 Population of the Study

Population is a group of individuals, objects or items from which measurement are taken (Tromp, 2006). The target population for this study categorised into sections. The higher section comprises of Board of directions, this consisting of Board of Human Resources and Investment Committee, Board of Credit Committee, Board of Audit and Risk Management Committee and Managing Director with deputy MD. The lower section comprises of Departments and Directorates with their staffs.

The departments are: Internal Audit, Marketing and Business Development, Procurement Management, Company Secretary, Risk Management and Compliance, ICT, Credit, and Loan Recovery. While the directorates are: Finance, Human Resources and Administration, Banking Operations and Islamic Banking. All of these sections assessed to study the impacts of motivation on employee performance in all levels of organisation. The population size was a total number of employees of PBZ which was 407 staffs in which, males were 233 and female ware 174.

3.5 Sampling Design and Sample Size

3.5.1 Sampling Design

This is process through which a sample is extracted from a population (Mohsin, 2016). It is also refers to the techniques and procedures to be applied in selecting a sample. The sample of this study was selected using both probability and non-probability sampling, (that is stratified random sampling and purposive sampling design).

This study used both probability and non- probability sampling technique. In this case, probability sampling technique used was Cluster sampling technique. Cluster sampling used to select employees in the sections which makeup the population of the organisation. Each employee selected simple randomly and proportionally in each section to provide equal chance for each employee to be selected. Non-probability sampling used was purposive sampling to pick MD and deputy MD of the PBZ.

3.5.2 Sample Size

The sample size for this study was calculated based on the desired percentage of sample size picked by a researcher, which is 10%. So, from the following formula;

$$\text{Sample size} = \frac{\text{desired percentage as sample}}{100} \times \text{population}$$

The population was 407; therefore, sample size was 41 respondents.

This was done using strategy of single sampling plan; this is a procedure in which one sample of known number of units is selected at random from a lot (Mursiha, 2019).

Due to financial and time constrains, the researcher desired 10% of the total population to make a sample size. The selection summarized in the Table 3.1.

Table 3.1: Sample Size of the Study

Department/section	Sample size	%	Sampling technique	Data collection tool
Managing Director	1	2.4	Purposive sampling procedure	Questionnaire
Deputy Managing Director	1	2.4		
Director of Human Resources and Investment Committee	1	2.4		
Board of Credit Committee	1	2.4	Purposive sampling procedure	
Board of Audit and Risk Management Committee	1	2.4		
Internal Audit	1	2.4		
Marketing and Business Development	3	7.3	Random sampling procedure (from each cluster /department or section)	Questionnaire
Procurement Management	3	7.3		
Company Secretary	3	7.3		
Risk Management and Compliance	3	7.3		
ICT, Credit	3	7.3		
Loan Recovery	3	7.3		
Finance	3	7.3		
Human Resources and Administration	3	7.3		
Banking Operations	3	7.3		
Islamic Banking	3	7.3		
Total	41	100		

3.6 Methods of Data Collection

In this study, the primary were used.

3.6.1 Primary Data

Primary data are collected by the investigator conducting the research (Araimi and Ahmed, 2002). In this study, the primary data collected from the field survey using questionnaires. The questionnaires comprised both close-ended and open ended questions. These formed the basis of the analysis of the study.

3.7 Data Collection Tools

3.7.1 Questionnaire

Questionnaire with both open ended and closed questions used. Questionnaires have an advantage of collecting information from many respondents where the respondents are to offer information, especially because of anonymity (Kothari, 2004). Questionnaires distributed to all selected stuffs/employees in each section. This allowed the freedom of respondents and also helped to get the accurate data in the assessment of the impact of motivation on employee performance.

3.7.2 Documentary Review

The study was particular relevant secondary information regarding to motivation and employee performance. In this study, the documents such as conference papers, articles, reports and bidding documents related to the topic under study obtained from each section if available and reviewed.

3.8 Reliability and Validity of data

The following data quality control techniques used in order to ensure correctness and accuracy of information obtained from the respondents. The techniques employed included pilot study and triangulation.

3.8.1 Reliability of Data

Triangulation is the combination of multiple research methods (Alayi et al, 2015). This ensured data quality and reliability. This study used both methods of questionnaires and documentary review.

3.8.2 Validity of Data

The research instruments were pre-tested on a small group of respondents in order to check their validity, staffs from one department of bank used for pre-testing the questionnaire. Based on the results of pre-test, the instruments were revised accordingly, prior to the main data collection exercise.

3.9 Data Analysis

According to Balkishan (2018) data analysis is the process of developing answers to questions through the examination and interpretation of data. The analysis process consist of identifying issues, determining in the availability of suitable data, deciding on which methods are appropriate for answering the questions of interest, applying the methods and evaluating, summarizing and communicating the results. Kothari (2004) added that data analysis implied Editing, classification and tabulation of collected data.

Rigolizzo et al (2020) defined data analysis as working with data, organizing them, searching for pattern to identify what is important and what should be learned as well as deciding what the research will report. According to Adeola and Mukarramah (2016), in analysing data various analytic procedure provide a way of drawing inductive inferences from data distinguishing the phenomenon of interest from statistical fluctuations present in the data.

Data analysis and interpretation followed data collection, therefore, data were analysed using statistical package for social science (SPSS) and findings were presented using both qualitative and quantitative form. The study involved both

qualitative and quantitative data. Literature suggests that use of these two types of data analysis is necessary in order to remove each methods shortcoming in the research field (Crispen et al, 2013).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

The chapter presents analysis and discusses the findings of the study. It starts by providing the response rate and profile of the respondents then followed with the findings from the analysed data. The presentation follows the system of specific research objectives, which mainly intended to assess impact of motivation on employee performance in the case of People's Bank of Zanzibar (PBZ). The specific objectives were; to describe the extent of bonus issue or salary increment on employee performance; to examine how regular annual leave affects employee performance; to assess the influence of organisational goals on employee performance and to illustrate how work environment influence employee performance.

4.2 Response Rate

This study used questionnaires as the sources of collecting information. The questionnaires were aimed to the portion of target population of 407. The research was targeting to collect information from 41 respondents from different employees of People's Bank of Zanzibar (PBZ). Out of 41 administered questionnaires, 31 questionnaires were returned for analysis, which represents 75% of the response rate, as shown in Table 4.1.

Table 4.1: Response Rate

Response	Frequency	Percentage
Returned questionnaires	31	76
Non returned questionnaires	10	24
Total	41	100

Source: Field Data (2021)

The information was enough for carrying out further analysis of the study. According to Babbie (2002), 50% is sufficient for statistical generation and response rate while data that is greater than 70% is considered to be very good. Also according to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis as excellent. Based on this assertion, the response rate was good.

4.3 Demographic Characteristics of Respondents

This study collected the general information from each respondent based on gender, age, education and working experience. The summary is presented in Table 4.2. Out of 31 respondents, 17 respondents were male and 14 respondents were female. The summary of the gender represented in table 4.2. The gender of respondents are fairly balanced in the study. The Table 4.2 shows that out of 31 respondents, male were 17, which make 54.8% and female were 14, which make 45.2% of respondents. Since the difference is fairly small. The gender was balanced in the study.

Also The Table 4.2 demonstrates that; no respondents were below 20 years of age, 12 out of 31 respondents belonged to age group of 21 – 30 years, also 12 out of 31 respondents were in the age group of 31 – 40 years, 7 out of 31 respondents belonged to age group of 41 – 50 and finally no respondents were above 51 years of age. The findings revealed further that the age group of 21 – 30 and 31 – 40 made 77.4% of all respondents, which made the representative sample to be good since more than half of those who responded were at the good age of understanding and analyzing the problem studied i.e. They were not too young or too old. The study collected the information about age group of respondents in order to assess the maturity level and ability of each respondent to take up responsibilities. Since 77.4% of the respondents

were between the age group of 21 – 40, this obviously showed that the respondents were matured and had ability to take any responsibility assigned to them. Hence, the questionnaires filled by correct and expected respondents.

Table 4.2: Demographic Characteristics of Respondents

Gender	Frequency	Percentage
Male	17	54.8
Female	14	45.2
Total	31	100
Age		
Below 20	0	0
21-30	12	38.7
31-40	12	38.7
41-50	7	22.6
51-and above	0	0
Total	31	100
Level of education		
Form Four	0	0
Form Six	0	0
Certificate	0	0
Diploma	0	0
Undergraduate	20	64.5
Others	11	35.5
Total	31	100
Experience		
1-5 years	16	51.6
6-10 years	7	22.6
11-15 years	6	19.4
16 and above	2	6.4
Total	31	100

Source: Field Data (2021)

Concerning the education level, the respondents were dominated with undergraduate degree. No respondents had certificate and Diploma level of education. The summary is as presented in Table 4.2. Only 35.5% of the respondents had masters and higher education level. Lastly, the respondents who had working experience of 1 – 5 years were 16 out of 31, this made 51.6% of the respondents. This illustrated in Table 4.2. Summary from the table 4.2 showed that 22.6% of the respondents had an experience of work between 6 to 10 years, while 19.4% of the respondents had working experience between 11 to 15 years. Only 6.4% had working experience of 16 years and above.

4.4 Salary Increment or Bonus and Motivation to Employees

The purpose of this objective was to assess how salary increment and bonus motivates employees and increase the performance of the organization. Initially, researcher wanted to know how the salary of each respondent increase. Out of 31 respondents, 12 respondents responded ‘annually’ 9 said ‘when decided by management’ and 6 said ‘based on the salary scheme’. The last two said they didn’t know. The summary of the responses based on the question ‘how your salary increases?’ presented in the Table 4.3.

Table 4.3: Manner of Salary Increase

Responses	Frequency	Percentage
Annually	12	38.7
When decided by management	9	29
Based on salary scheme	7	22.6
Others	3	9.7
Total	31	100

Source: Field Data (2021)

The result shown that; 38.7% of the PBZ employees receives annual salary increment as they responded. This response was stressed by another response of the question ‘when have you received an increase your salary’ to each respondent. The summary of the responses presented in the Table 4.4.

Table 4.4: Time Receive Salary Increment

Responses	Frequency	Percentage
In this year	17	54.8
Within five years	10	32.3
More than five years	4	12.9
Total	31	100

Source: Field Data (2021)

The results presented in Table 4.4 shows that 17 respondents out of 31 respondents received an increase in salary in the year 2021; this is equal to 54.8% of all respondents who responded that; they received an increase in salary this year. This illustrated that; more than half of the employees of the PBZ ltd motivated by receiving salary increment in the year 2021.

On the other hand there are also employees who received salary increment within five years and above five years. So, the result of the Table 4.4 revealed that; there were employees who motivated by salary increment in 2021, those who motivated by salary increment within five years and those who motivated with salary increment more than five years from 2021. Also, researcher wanted to know the opinion of the employees regarding the salary increment, whether as a result of their effort. The result shown that; 20 respondents negatively respond on the question, as summarized in Table 4.5.

Table 4.5: Response on Effort and Salary Increase

Opinion	Frequency	Percentage
Effort on work increase salary	11	35.4
Effort at work don't increase salary	20	64.6
Total	31	100

Source: Field Data (2021)

The Table 4.5 shown that 64.6% did not think that their effort on work increase their salary. This opinion of respondents revealed that; there are other determinants of salary increment in PBZ apart from the effort of employees in the job. That is to say; PBZ increase salary but not for the effort of the employees on job, there were other thing, which determines salary increment. On the other hand, the researcher collected the respondents' opinions on whether the salary increment motivates them; and the results were summarized in the Table 4.6.

Table 4.6: Salary Increment and Motivation Response

Opinion	Frequency	Percentage
Salary increment motivate employee	25	80.6
Salary increment didn't motivate employee	6	19.4
Total	31	100

Source: Field Data (2021)

The Table 4.6 shows that 80.6% of the respondents believes that; they are motivated as a result of salary increment in PBZ. This was stressed by another response of the question 'do you believe that salary increment increase your performance?' to each respondent; and the summary of the responses were summarized in the Table 4.7

Table 4.7: Salary Increment and Performance Response

Opinion/ belief	Frequency	Percentage
Salary increment increase performance	24	77.4
Salary increment didn't increase performance	7	22.6
Total	31	100

Source: Field Data (2021)

The table 4.7 shows that 77.4 of the respondents believed that; salary increment increases their performance. Lastly, researcher collected general respondents opinions concerning salary increment; and the results were quoted as follows:

We advise that should be on annual basis.

-It should compared and equal to the employee's performance.

-It should be annually.

-Salary increment should be provided annually.

-Salary increment is a motivational so it's better way of increasing performance as well as living standard.

-Salary increment should base on performance of workers.

-Regarding the level amounts of salary increment, I suggest the government to make the consideration on salary increment for all civil servants.

-It should be increase annually with highest amount so as to be motivated.

-When I get salary increment are increase the performance and morality of the working and increase productivities.

-To be increased annually)

-It should be done after every six month.

-The increment should be more then 1,000,000/= per month.

-Salary increment should be based on performance and working experience.

-The increment is moderate.

-My opinion that must increase the salary of staff if the performance of the staff increasing in every year.

-It must increases in annually basis.

-To be in performance based.

-Most increase in yearly based and considers level, performance and states of department.

-It motivates workers.

-I think the salary should be separated to the any allowance and other increment so that it can be source of motivate staff to work more and good willing.

-It motivate employee to work hard even to volunteer when is needed for some circumstances.

-It motivates working.

Many of the opinions of the respondents concerning the salary increment revealed that; the increment of the salary should be in annual basis

4.5 Regular Annual Leave and Motivation to Employees

Also, this study focused on the Regular Annual Leave on its motivation to employee and organization performance of the PBZ ltd. The researcher firstly wanted to know from each respondent whether they took their annual leave. Out of 31 respondents 27 took their annual leave while only 4 respondents did not take their annual leave. Table 4.8 summarized responses of the question ‘are you taking your annual leave?’

Table 4.8: Taking Annual Leave for Employees

Response	Frequency	Percentage
Taking annual leave	27	87.1
Not taking annual leave	4	12.9
Total	31	100

Source: Field Data (2021)

The Table 4.8 shows that 87.1% of the respondents took their annual leave. On the other hand, researcher asked ‘how often do you take your annual leave?’ to each respondent, and their responses were summarized in the Table 4.9, which shows that 20 respondents out of 31 respondents took their annual leave each year, regularly. The results revealed that many of the employees of PBZ ltd took their annual leave regularly each year. There were some of employees who might fail to get their annual leave for the reason that; they might not get approval from their boss after requesting.

Table 4.9: Extent of Taking Annual Leave

Response	Frequency	Percentage
Regular each year	20	64.5
If possible, if it is not busy in my section	0	0
After requesting and approved by the boss	11	35.5
Total	31	100

Source: Field Data (2021)

The Table 4.9 shows that 64.5% of the respondents took their annual leave regularly, and 35.5% took their leave after approved by the boss. This means that, some of respondents may also request their leave annual and be approved by their boss. This is briefly to say that more than 64.5% of the PBZ ltd employees took their annual leave regularly each year.

Also the respondents revealed that; Annual leave helped them in the following ways:

- It helps me in social perspective participation on various matters relaxing and organizing my own activities.*
- Refreshing the heart, means body and soul.*
- Getting to be with family and friends.*
- Buy uniforms.*
- Just for effort retention.*
- It helps in refreshment and doing other business.*
- Resting and prepare for the next coming year.*
- Help to relax and dealing with personal issues as well as social issues.*
- Having some rest.*
- To restart my mind and soul when I come back to work.*
- It can help me to enjoy with my family during that month.*
- It helps me doing my home works and visiting my family member at their places.*
- Self-investments.*
- It helps me to relax and learn other things from the outside world, which makes my return at work more profitable.*
- To rest and doing my other staff.*
- To rest and participate in social work.*
- It helps me to refresh minds, to sit with my family and friendly.*
- Recharging the batteries.*
- To be free of working stress and pressures.*
- It helps one to relax and boost my energy to work better.*
- Yes, this is increase will request my mind.*
- To refresh mind to see my relative.*

Many of the respondents reported that; annual leave helps them in visiting relative, relation and performing domestic necessary responsibilities. On the other hand,

researcher wanted to know, the last time each employee took their annual leave and the result revealed that 64.5% of employees took their annual leave in this year 2020 and 35.5% of employees took their annual leave in the year 2021. The results are summarized in the Table 4.10.

Table 4.10: Last Time of Taking Annual Leave

Response	Frequency	Percentage
In the year 2020	20	64.5
In the year 2021	11	35.5
Total	31	100

Source: Field Data (2021)

Further, researcher wanted to know about entitlement for employees of the PBZ ltd, the question asked ‘do you get annual leave entitlement?’ the result of the responses showed that 90% of the employees responded that they got annual leave entitlement. The summary of the responses presented in Table 4.11.

Table 4.11: Getting Annual Leave Entitlement

Response	Frequency	Percentage
Getting annual leave entitlement	28	90
Not getting annual leave entitlement	13	10
Total	31	100

Source: Field Data (2021)

Also, the result of the responses of the question ‘when do you get entitlement’ revealed that 64.5% of respondents got their annual leave entitlement before leaving. The summary presented in Table 4.12. The results shown that; employees are highly motivated by receiving their annual leave entitlements before leaving, although there were some employees who received their annual leave entitlement on the month of leave and small percentage received annual leave entitlement after returning. All of the employees were motivated since they got their annual leave entitlements.

Table 4.12: Time of Getting Annual Leave Entitlement

Response	Frequency	Percentage
Before leaving	20	64.5
On the month of leave	9	29
After returning	2	6.5
Total	31	100

Source: Field Data (2021)

On the other hand, the researcher collected the respondents' opinions on whether the annual leave motivates them; and the results were summarized in the Table 4.13. The results showed that: 25 out of 31 respondents motivated by annual leave.

Table 4.13: Annual Leave and Motivation Response

Opinion	Frequency	Percentage
Annual leave motivate employee	25	80.6
Annual leave didn't motivate employee	6	19.4
Total	31	100

Source: Field Data (2021)

The Table 4.13 shows that 80.6% of the respondents believes that; they are motivated as a result of annual leave in PBZ. This was stressed by another response of the question 'do you believe that annual leave increase your performance?' to each respondent; and the summary of the responses were summarized in the Table 4.14. The Table 4.14 shows that 77.4 of the respondents believed that; annual leave increase their performance.

Table 4.14: Annual Leave and Performance Response

Opinion/ belief	Frequency	Percentage
Annual leave increase performance	24	77.4
Annual leave didn't increase performance	7	22.6
Total	31	100

Source: Field Data (2021)

The results of the study presented in Table 4.13 and 4.14 revealed that; employees of the PBZ are motivated by annual leave and thus, the annual leave increased the performance of PBZ Ltd. Lastly, researcher collected general respondents' opinions concerning annual leave; and the results were quoted as follows:

- *Should be improved to the maximum satisfaction*
- *Staff should get leave when the request on the month requested. Leave is mostly taken when there is an emergency on special occasion.*
- *During the leave the employee should be given or altered about all necessary updates about the office or an organization.*
- *Facilitating good annual leave entitlement.*
- *We thank God in our institution we are given the annual leave but we are discouraged to acquire the lower amounts compared the last two years amount.*
- *The day of leave should be increase from 28 days to 35 days.*
- *Each employee has the right to have it and enjoy it.*
- *Remain as it is.*
- *It helps to decrease to pressure of work.*
- *My opinion is any staff (employee) should leave on the month they want (no restriction).*
- *Staff should always finish the requested leave days.*
- *When you take annually most be really not to cut on middle of the month.*
- *It is powerful key to motivate staff to work effectively.*
- *When I want I don't like to be stopped.*

4.6 Goal Setting and the Motivation to Employees

In this section, researcher investigated the level of planning the targeted goals to organization, period of setting goals, and its acceptance to employees, reflection of

goals to the mission and vision and whether the goals are achieved. Also, the researcher collected the opinion regarding whether a well started organization goals motivates employees and whether increase the performance to each employees.

According to the responses from the employees, regarding the question ‘in which level does organization plan its goal? Out of 31 respondents, 20 said in organization level; 5 said in department level; and 6 said in section/team level. The summaries of the results are given in the Table 4.15.

Table 4.15: Goal Setting Level

Level in goal setting	Frequency	Percentage
In organization level	20	64.5
In department level	5	16.1
In section/team work level	6	19.4
Total	31	100

Source: Field Data (2021)

The result of the Table 4.15 revealed that 64.5% of the respondents reported that; organization plans its goals in organization level. Also, the study found out that; 17 respondents out of 31 reported that, the organization setting its goals yearly (each year). The response of the question ‘what period does your organization setting its goals?’ summarized in the Table 4.16.

According to the summary of the results presented in Table 4.15 and Table 4.16; the study shown that; PBZ ltd plans it’s goals in organization level yearly. Also the departments and teamwork set their goals monthly quarterly in each year and half a year.

Table 4.16: Timing of Setting Organisation Goals

Goal setting period	Frequency	Percentage
Monthly	4	12.9
Quarterly in each year	8	25.8
Half year	2	6.5
Yearly	17	54.8
Total	31	100

Source: Field Data (2021)

The Table 4.16 shown that 54.8% of respondents reported that the organization setting its goals in each year (yearly). On the other hand, researcher wanted to know whether employees accepted the stated goals assigned to them. According to the responses from the question ‘do you always accept the stated goals assigned to you?’ out of 31 respondents, 24 respondents had positive response while the other 7 respondents had negative response, as summarized in the Table 4.17. The result of the study revealed that many of the employees of the PBZ ltd accepted the stated goals assigned to them.

Table 4.17: Accepting Organization Goals to Employees

Response	Frequency	Percentage
Accepting stated goals	24	77.4
Not accepting stated goals	7	22.6
Total	31	100

Source: Field Data (2021)

Although, 77.4% of the respondents always accepted the stated goals assigned to them, according to summary of Table 4.17

The remaining 22.6% of the respondents who did not always accept the stated goals assigned to them had the following reasons:

- I don't accept any goals.
- I accept what I can do within banks procedures and regulation what is behind that I do not accept such goals.
- Sometime.
- Sometime be difficult to implement.

Concerning the reflection of stated goals to the vision and mission of the organization. The response from the question ‘does the goals of the organization reflect the mission and vision of your organization?’ revealed that; 28 respondents out 31 said ‘it reflect’ the summary of the result shown in Table 4.18.

Table 4.18: Response if Goals Reflecting Mission and Vision

Response	Frequency	Percentage
Goals reflected vision and mission	28	90.3
Goals did not reflect vision and mission	3	9.7
Total	31	100

Source: Field Data (2021)

The result of the Table 4.18 revealed that 90.3% of the respondents said, the goals of the organization reflect the vision and mission of their organization. Also, out of 31 respondents, 28 respondents reported that; they achieve the goals stated in their department.

The response was from the question ‘do you achieve the goal stated in your department?’ and the summary presented in Table 4.19. The result of the study revealed that; the achievement of a stated goal in department level is good, thus the stated goals increase the performance of the PBZ.

Table 4.19: Achieving Stated Goal to Employee

Response	Frequency	Percentage
Achieved the goal stated	28	90.3
Not achieved the goal stated	3	9.7
Total	31	100

Source: Field Data (2021)

The Table 4.19 revealed that 90.3% of the respondents achieved the goals stated in their department and the remaining 9.7% of the respondents did not achieve the stated in their department. This shown that the stated goals were not clears enough to motivate achievement or involvement of employees in setting organization goals was not enough in PBZ.

Also, the researcher collected the opinion whether a well stated organizational goals motivates employees. The result revealed that 29 respondents out of 31 thought that, well stated organizational goals motivated them. The summary of the result from the question ‘do you think a well stated organizational goals motivated you?’ presented in the Table 4.20.

Table 4.20: Goal setting and Motivation to Employees

Opinion	Frequency	Percentage
A well stated goals motivates	29	93.5
A well stated goals do not motivates	2	6.5
Total	31	100

Source: Field Data (2021)

The Table 4.20 indicated that 93.5% of the respondents through that; a well stated organizational goals motivated them. On the other hand, the opinion about whether a well stated organizational goals increase the employee’s performance, the study revealed that 29 out of 31 respondents believed that; a well started organizational goals increase their performance. The Table 4.21presented the results of the opinion concerning the question ‘do you believe a well stated organizational goals increase your performance?’

This illustrated that; more than half of the employees of the PBZ ltd motivated by well stated organization goals, and on the other hand, the employee believed that; a well stated organization goals increase the performance of PBZ ltd.

Table 4.21: Organization Goals and Performance to Employees

Opinion	Frequency	Percentage
Organizational goal increase performance	29	93.5
Organizational goal did not increase performance	2	6.5
Total	31	100

Source: Field Data (2021)

The Table 4.21 indicated that; 93.5 of the respondents believed that, a well stated organizational goals increased their performance. Other collected opinions of the respondents about organizational goals are:

- I think the goals can be attained effectively.*
- Should be clearly stated and shared to all employees.*
- Before setting the goals, the management should collect views and opinions from the bottom to the top level of the staff.*
- Organization goals should start on teamwork level.*
- It should be precisely.*
- More implements.*
- It should start from the bottom.*
- The idea should be collected from different staff (low level staff).*
- If better the long term goal to be for one or two years.*
- I think organization goal should base in all part of responsible staff (from low to high level) so that we can achieve goal setting.*

Many of the presented opinions of respondents concerning goal setting revealed that; the employees thought the goals setting should be precisely stated and done from the bottom staffs (lower level staff).

4.7 Work Environment and Motivation to Employees

In this section, researcher collected opinions on the work environment and its motivation to employees. The summary of the opinions presented in Table 4.22.

Table 4.22: Opinions on Work Environment

Questions	SD	D	N	A	SA
Did you receive good treatment from the company	1	1	2	19	3
Have you good relationship with other employees and management	3	0	0	14	10
Is there good relationships with other employees and management	2	2	3	14	7
Have you secured working in this company	0	0	6	13	5
Does your office have all working facilities like internet, air condition, chairs and other	0	3	4	15	4
Are you getting health break (meal) timely	3	1	11	6	5

Source: Field Data (2021)

The Table 4.22 revealed that, the respondents in SD (Strong Disagree) in all six questions in the SD column were 9 indicating that small or a few employees were worse satisfied with treatments, security, relationship, working facility and meal.

The respondents in D (Disagree) in all six questions in column D were 7 indicating that low number of employee were not satisfied with treatment, security, relationship, working facility, and meal.

The respondents in N (Neutral) for all six questions were 26 indicating that large number of employees were in neutral with fairly satisfied with treatment, security, relation, working facility and meal.

The respondents in A (Agree) for all six questions were 81 indicating that they were enough satisfied with treatment, security, relationship, working facility and meal.

The respondents in SA (Strong Agree) in all six questions were 34 indicating that they are in best satisfaction with the existing treatment, security, relationship, working facility and meal.

4.8 Discussion on the Findings

The study assessed impact of motivation on employee performance in the case of People's Bank of Zanzibar (PBZ), specifically with the objectives; to describe the extent of salary increment on employee performance; to examine how regular annual leave affects employee performance; to assess the influence of organizational goals on employee performance and to illustrate how work environment influence employee performance.

The salary in PBZ ltd increased annually or based on the PBZ salary scheme, but the opinion of the employees revealed that; the salary increment is not a result of their effort. On the other hand, employees believed that; they are motivated as a result of salary increment in PBZ, and also salary increment increase their performance, but their opinions were; the increment of the salary should be in annual basis in performance basis. The finding of the study also supported by various studies; such as Ojeleye (2017).

In Nigeria, studied on the impact of remuneration on employees' performance, from eighty three employees of Abdul Gusau polytechnic and state college of education both in Zamfara state. Ojeleye (2017) found that there is a strong and positive relationship between remuneration and employees' performance and that salary/wage and bonus/incentives also serve as a form of motivation to the employees. Also

Mbogo (2013) conducted the study on the impact of motivation on employee performance in public services in Tanzania in Ilala Municipality and found that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. And also, Mohamedi (2013) studied the impact of employee motivation on job performance in Tanzania banking sector. The study findings showed that motivational packages to employees of TPB caused the bank to perform well. Moreover the study insisted that salary increment has an impact on job performance.

Also, the employees in the PBZ ltd took their Regular Annual Leave in each year, and that Annual leave helped employees in visiting relatives, recreation and performing domestic necessary responsibilities. Also the employees of PBZ ltd receive annual leave entitlement before leaving or on the month of leaving, and believed that; they are motivated as a result of annual leave, and also annual leave increase their performance. In addition, the employees' opinions were, the annual leave must be improved especially in the case of entitlement, timing of allowing annual leave as requested by employee and must be fully as allowed.

The results found in the study are inline with the study conducted by Ukandu & Ukpere (2011) in South Africa about Strategies to Improve the Level of Employee Motivation in the Fast Food Outlets in Cape Town. The study specifies that motivation increases the level of performances of employees and also increases their commitment in the workplace. But contrasted with the study conducted by Pinaar (2011) in Kenya on Effects of Job Stress and Motivation on Performance of Employees in Hotel Industry in Kenya. Pinaar (2011) explored on the factors for job

stress to work under hotel industry and revealed the positive impact availability of motivational factors on the performance of the employees in hotel industry., if the stress eliminated not necessarily by annual leave.

On the other hand, Goals setting in PBZ ltd planned in organization level yearly and the employees always accepted the stated goals, and those employees who did not always accept the stated goals assigned to them had reasoned sometime be difficult to implement. The planned Organization Goals reflected vision and mission of the organization, also the employees achieved the goals stated in their department and thought that; a well stated organizational goals motivated them and also employees believed that; a well stated organization goal increase their performance. Other opinions of employees were; the goals setting should be precisely stated and done from the bottom staffs (lower level staff).

The findings of the study are inline with the study done on the Performance Feedback, Goal Clarity, and Public Employees' Performance in Public Organizations, and the analysis of data collected from the local government workforce in Korea by Park & Choi (2020). The findings showed that performance feedback is significantly and positively related to individual performance, mediated by performance goal clarity. In addition, the mediation effect of performance goal clarity was positively moderated by autonomy. The higher levels of autonomy may promote the positive link between a clear understanding of performance goals and individual performance (Park & Choi, 2020). Park & Choi (2020) simply explained that, a well started organization goals leads to the employee performance and organization in general. Also the study done in Pakistan concerning the moderate effect of goal setting on performance management

system, the result revealed that, goal specificity and goals participative strengthen the organization performance (Khan et al, 2010).

The study suggest that, in order to achieve employee performance vividly, the organization should clearly set the goals, which are specific to be implemented. And in Kenya, Gioko & Njugumu (2019) conducted a survey study on the strategic planning practices and performance of private hospitals in Nairobi city country. The study findings made the conclusion that; firm goals have a significant effect on performance.

Lastly, the work environment motivated employees. The employees agreed that: they received good treatment from the company; they had good relationship with other employees and management as well as there was good relationships with other employees and management; also employees were secured working in PBZ ltd, and the office had all working facilities like internet, air condition, chairs and others. The result of the study is supported by the study done in USA aimed to find the influence of organizational justice and work environment on work motivation done by Sutanto, Scheller & Mulyono (2018).

The study revealed results, which showed that work environment have a positive and significant influence on the work motivation of employees, both individually and collectively. In addition, Employees who have worked in a company for a long time continue to stay in the company because of good treatment they receive from the company, good relationships with other employees and management, and a feeling of security the company gives them (Sutanto, Scheller & Mulyono 2018).

Also Mohamedi (2013) studied the impact of employee motivation on job performance in Tanzania banking sector, and the study findings showed that motivational packages to employees of TPB and good working conditions are among of the factors that motivate employees to work and facilitate individual performance and caused the bank to perform well.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The previous chapter presented findings and analysis of the study. This chapter presents the summary of the study, provide conclusion in relation to the results obtained and developed recommendations and areas for future study.

5.2 Summary of the Main Findings

This study assessed the impact of motivation on employee performance, a case study of People's Bank of Zanzibar. The study had four specific objectives which were, first, to describe the extent of bonus issue or salary increment on employee performance, second, to examine how regular annual leave affects employee performance, third, to assess the influence of organizational goals on employee performance, and last, to illustrate how work environment influence employee performance. The study found out that:

First, Salary Increment or Bonus and employees performance

The salary in PBZ ltd increased annually or based on the PBZ salary scheme. But the opinion of the employees revealed that; the salary increment is not a result of their effort. Also, employees believed that; they are motivated as a result of salary increment in PBZ, and also salary increment increase their performance. Lastly, many of the opinions of the respondents concerning the salary increment revealed that; the increment of the salary should be in annual basis in performance basis.

Second, Regular Annual Leave and motivation to employees

The employees in the PBZ ltd took their Regular Annual Leave in each year, and Annual leave helped employees in visiting relatives, recreation and performing domestic necessary responsibilities.

The employees of PBZ ltd receive annual leave entitlement before leaving or on the month of leaving. And employees believed that; they are motivated as a result of annual leave in PBZ, and also annual leave increase their performance. Also, general opinions of employees concerning annual leave shown that, the annual leave must be improved especially in the case of entitlement, timing of allowing annual leave as requested by employee and must be fully as allowed.

Third, Goal setting and the motivation to employees

Goals setting in PBZ ltd planned in organization level especially in yearly basis or quarterly in each year. Many of the employees always accepted the stated goals, and those employees who did not always accept the stated goals assigned to them had reasoned sometime be difficult to implement.

The planned Organization Goals reflected vision and mission of the organization; also the employees achieved the goals stated in their department. The employees thought that; a well stated organizational goals motivated them and also employees believed that; a well stated organization goal increase their performance. The presented opinions employees concerning goal setting revealed that; the employees thought the goals setting should be precisely stated and done from the bottom staffs (lower level staff).

Forth, Work environment and motivation to employees

The work environment motivated employees. The employees agreed that: they received good treatment from the company; they had good relationship with other employees and management as well as there was good relationships with other employees and management; also they were secured working in PBZ ltd, and the office had all working facilities like internet, air condition, chairs and others.

5.3 Implications of the Findings

The study was done for the partial fulfilment of the requirement of the degree of masters, the period used for the preparation of research report was bound to the time required to take master degree. So the study findings contributed to the body of knowledge since it involved in collecting of data by questionnaires. For the nature of the topic conducted in this study was better for contribution of the body of knowledge.

Also, the involvement of the tools of collecting data in this study were done for the purpose of controlling the study cost and time frame of the study. The use of these findings will be suitable for policy makers, since the study will enable them to formulate strong policy based with this report to have reliable and effective policy for motivation of staffing in banking industry.

The study findings might be suitable for the government in general, since the sample size was used by the researcher. It might be useful as one of the reference for the government when decide to conduct an applied research based on this research findings for motivation.

Lastly, the PBZ Bank Ltd would focus on various motivations to employee to prosper staff productivity and performance for competitive staff performance in Banking industry. In reality PBZ had a number of branches in Zanzibar and outside Zanzibar. Therefore the findings would depict the reality of the situation of the PBZ in general through its various branches.

5.4 Conclusion

The study was conducted in People's Bank of Zanzibar, by assessing the impact of motivation on employee performance. Based on the findings and discussion, the study conducted that;

Bonus issue or salary increment, regular annual leave, organisation goals and work environment as the motivating factor have the positive impact on employee performance in PBZ Ltd.

PBZ had very satisfactory bonus issue or salary increment to employees, and thus the performance is high. This is because the salary increases annually for some category of employees. Also, the belief from employees that they are motivated as a result of salary increment in PBZ, and also salary increment increase their performance. Lastly, the opinions of employees were the increment of the salary should be in annual basis in performance basis.

Also, PBZ provided regular annual leave, and thus regular annual leave affects positively employee performance. This is because, in PBZ employees getting and taking Regular Annual Leave in each year, and Annual leave helped employees in visiting relatives, recreation and performing domestic necessary responsibilities. Also,

the employees receive annual leave entitlement, and believed that; they are motivated as a result of annual leave in PBZ, and also annual leave increase their performance.

Also, PBZ setting the organizational goals, and thus the organisational goals had positive influence on employee performance of the PBZ. This is because; the planning Goals setting in PBZ ltd. was in organization level yearly basis or quarterly in each year. Employees always accepted the stated goals, and the planned Organization Goals reflected vision and mission of the organization, also the employees achieved the goals stated in their department. The employees thought that; a well stated organizational goals motivated them and also employees believed that; a well stated organization goal increase their performance.

Lastly, PBZ had comfortable work environment to employees, and thus work environment had positive influence on employee performance. This is because; the work environment motivated employees. The employees agreed that: they received good treatment from the company; they had good relationship with other employees and management as well as there was good relationships with other employees and management; also they were secured working in PBZ ltd, and the office had all working facilities like internet, air condition, chairs and others.

5.5 Recommendations

This section comprised of the recommendation to different stakeholders in taking action based on the study findings and the conclusion drawn.

The study has 4 main recommendations for action in reference to the findings and conclusion drawn.

There was a need for the PBZ management to involve all employees, from lower level employees to senior level employees, in setting well clear goals of the organisation. This will enhance timely accomplishment of goals and helps to improve performance.

Also, there was a need for the management of PBZ to review the salary scheme, bonuses and other entitlement for the employees in order to make sure the employees satisfied and motivated in their posts and thus the required performance will be achieved.

On the other hand, there was a need for the government in general to make sure there is good and comfortable work environment to employees in different sectors especially financial sectors like PBZ; this ensures the employees to work in their maximum performance without stress.

In addition, there was a need for the management of PBZ to make survey research to understand the customers' perception towards the services offered by PBZ. This help to get customers feedback on the performance of organization and employees.

Lastly, there was a need for the PBZ management and government in general to have a special section or department, which deals with internal research and development of organization. This will help to know the internal problems, which reduce the performance of employees in particular, and organization in general.

5.6 Limitations of the Study

This study was conducted in PBZ offices; the offices are located in Town, Unguja Zanzibar. In reality PBZ was very busy office around a day, every day in the whole weeks, for almost all employees of the organization.

This made the questionnaires to take too long to be filled by respondents, and there are some questionnaires failed to be returned to the researcher until the time for analysis.

Also, go and return to the office of the PBZ increased the financial cost for researcher and time consuming in follow-up the questionnaires from respondents, the process too very long period of time and high amount of unplanned budget.

5.7 Suggested Area for Further Study

This section comprised of the suggestions for research stakeholder, including students and other academicians in conducting further studies for the purpose of fulfilling the gaps and in verifying research findings.

This study was conducted in People's Bank of Zanzibar on the impact of motivation on employee performance. More studies should be needed on the same topic in different organizations, as well as in Zanzibar in particular and Tanzania in general. Furthermore, there is a need to carry out similar study in the same office after a period of time, such as five or ten years later; this will help to check whether salary increment, goals setting, work environment and annual leave is the continuing motivators and helps in performance of employees.

Also, further study could be needed concerning the following titles

- (i) The contribution of work environment to the organization performance.
- (ii) The impact of fixed annual leave to employees to the performance of organization.
- (iii) Factors affection goal setting implementation to the employee performance.

These further studies might be helpful in increasing performance and alleviating the hidden problem, which might not be revealed by this study.

These studies could be needed by government in particular and other stakeholders in general for a well assessment of impact of motivation as finding the best solutions to the organizations in general and employees in particular.

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APPENDICES

Appendix I: Questionnaires

Dear respondents, my name is Salama M. Seif, pursuing Master degree of Human Resource Management at Open University of Tanzania. I am doing research on **Impact of Motivation on Employee Performance**, case study of People's Bank of Zanzibar (PBZ). The purpose of the study is assessment of the impact of motivation on employee performance. You are kindly requested to give your responses for each question to the best of your knowledge. Your answers will be treated strictly confidential and for academic purposes only.

SECTION A:

Personal and Demographic Questions

1. Gender:	A. Male	<input style="width: 50px; height: 20px;" type="checkbox"/>	B. Female	<input style="width: 50px; height: 20px;" type="checkbox"/>					
2. Age:									
	A. Below 20	<table border="1" style="border-collapse: collapse; width: 60px; height: 100px;"> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> </table>							
	B. 21-30								
	C. 31-40								
	D. 41-50								
	E. 51- and above								
3. Level of education									
	Form Four	<table border="1" style="border-collapse: collapse; width: 60px; height: 60px;"> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> <tr><td style="height: 20px;"></td></tr> </table>							
	Form Six								
	Certificate								

Diploma	<input type="text"/>
Undergraduate	<input type="text"/>
Others	<input type="text"/>

4. Experience

1-5 Years	<input type="text"/>
6-10 Years	<input type="text"/>
11-15 Years	<input type="text"/>
16 and above	<input type="text"/>

SECTION B:

Please answer the questions or put a tick (✓)

Key: SD – Strong Disagree, D – Disagree, N – Neutral,
A – Agree SA – Strong Agree

Salary increment or Bonus

5. How your salary increase?

Annually	<input type="text"/>
When decided by management	<input type="text"/>
Based on salary scheme	<input type="text"/>

Other, please mention _____

6. Is your effort on work increase your salary?

Yes	<input type="text"/>	No	<input type="text"/>
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7. When have you received an increase of your salary?

In this year

Within five years

More than five years

8. Do you think salary increment motivates you?

Yes

No

9. Do you believe that salary increment increases your performance?

Yes

No

10. What is your opinion about salary increment?

Regular Annual Leave

11. Are you taking your annual leave?

Yes

No

12. How often do you take your annual leave?

Regularly, each year

If possible, if it is not busy in my section/ workplace/ department

After requesting and approved by my boss

Any other timing, please mention _____

13. Which month do you prefer to take your annual leave? _____

14. How annual leave helps you?

15. When have you taken your last time annual leave?_____

16. Do you get annual leave entitlement?

Yes ☐ No ☐

17. When do you get:

Before leaving	<input type="checkbox"/>
On the month of leave	<input type="checkbox"/>
After returning	<input type="checkbox"/>

18. Do you think annual leave motivates you?

Yes ☐ No ☐

19. Do you believe annual leave increases your performance?

Yes ☐ No ☐

20. What is your opinion about annual leave?

Goal setting

21. In which levels, does organization plan its goals?

In organization level	<input type="checkbox"/>
In department level	<input type="checkbox"/>
In section/ team work level	<input type="checkbox"/>

Other, please mention _____

22. What period does your organization setting its goals?

Monthly

☐

Quarterly in each year

☐

Half year

☐

Yearly

☐

Other, please specify _____

23. Do always accept the stated goals assigned to you?

Yes

☐

No

☐

24. If no, explain why please

25. Does the goals of organization reflect the vision and mission of your organization?

Yes

☐

No

☐

26. Do you achieve the goal started in your department?

Yes

☐

No

☐

27. If no, do you think why?

28. Do you think a well started organizational goals motivates you?

Yes

☐

No

☐

29. Do you believe a well started organizational goals increase your performance?

Yes

☐

No

☐

30. What is your opinion about organisational goals?

Work environment

31. Please respond to the following opinions.

QUESTIONS	SD	D	N	A	SA
Did you receive good treatment from the company					
Have you good relationships with other employees and management					
Is there good relationships with other employees and management					
Have you secured working in this company					
Does your office have all working facilities like internet, air condition, chairs and other					
Are you getting health break (meal) timely					

SD =Strong Disagree, D= Disagree, N= Neutral, A= Agree, and SA= Strong Agree.

Thanks for your Participation and Cooperation

Appendix II: Research Clearance Letter