**THE EFFECTIVENESS OF MOTIVATION ON JOB PERFORMANCE IN TANZANIA CONSTRUCTION SECTOR, THE CASE OF SUMAJKT**

**BATRAM ZEPHANIA MGIMBA**

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS FOR THE DEGREE MASTERS OF HUMAN RESOURSE MANAGEMENT OFTHE OPEN UNIVERSITY OF TANZANIA**

**2014**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled;The Effectiveness of Motivation on Job Performance in Tanzania Construction Sector, The case of SUMAJKT in partial fulfillment of the requirements for the Degree of Masters of Human Resources Management of the Open University of Tanzania.

**Dr. TUMAINI KATUNZI**

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

(Supervisor)

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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# DECLARATION

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

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

Signature

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Date

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Finally, I wish to thank the staffs and officials of SUMAJKT for providing me with the necessary data for this study.

However, any errors and shortcomings of this work remain solely mine and should not be ascribed to any of the above acknowledged individuals and institutions.

# DEDICATION

To my beloved wife Mrs Batram Mgimba, My children Michael, Stanley and colleen for their patience and encouragement during my studies.

# ABSTRACT

The main objective of the study is to explore the effectiveness of motivation on job performance in Tanzanian construction sector. The specific objectives were to identify different methods used to motivate employees, to determine the relationship between motivation and employee performance and to assess factors that hinder effectiveness of motivational strategies. The study employed questionnaire survey and interview methods for data collection. Specifically the study was carried out at SUMA JKT where 100 respondents were involved due to shortage of time and cost.

Finally the conclusion of the study is not firm because of the following issues, although the respondents perceive that there has been a considerable success in the use of both the hygiene factors and motivators the reality may depart greatly from this standpoint. In a situation were the findings are correct then we can conclude that the hygiene factors such as working conditions, work relations, physical environment, supervision and job security, as argued by Herzberg should be able to form the baseline that can then stimulate the motivators such as achievement, recognition, responsibility ,advancement and training, to motivate the workers to perform well. In that light the motivation in SUMAJKT is seen to be good and therefore the resultant good performance. However in the findings three quarter of the employees consented to having heard complaints in relation to the poor performance. This brings a new dimension of poor performance against good motivation. In addition the problem statement shows a dysfunctional organization and the assumption of the study is not Supported by the findings. These contradicting issues raise a lot of doubts in the researchers mind and it is only through further research that clarity can be put to some of these issues.

The researcher for the above reasons is not confident to come up with an absolute position that workers at the SUMAJKT are not so dissatisfied with motivation and that performance is good but the findings support that position. As stated earlier there is need for more research.

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# ABBREVIATION

**SUMAJKT S**hirika La Uzalishaji Mali La Jeshi La Kujenga Taifa

**DHR**  Director of Human Resources

**CEO** Chief Executive Officer

**ED** Exercutive Director

**MGT** Management

**CNS** Chief of National Service

**DAL** Director of Agriculture and Livestock

DEC Director of Engineering And Construction

DFA Director of Finance and Accounting

DHT Directors of Hotels and Tourism

DIT Director of Industry and Trade

DMR Director of Marketing and Research

DPS Director of Procurement and Supply

DSG Director of SUMAJKT Guard

KMUT Kamati ya Mipango,Utekelezaji na Tathmini

KUS Kamati ya Utendaji ya SUMAJKT

MNH Muhimbili National Hospital

NSD National Service Department

NAT Need Achievement Theory

GST Goal Setting Theory

# CHAPTER ONE

# 1.0 INTRODUCTION

# 1.1 Background to the study

One of the most difficult aspects confronting management of most organization today is how to make their workers become efficient. This aspect of organization has led most organizations to employ strategies by which to motivate their work force. According to Mitchell (1983) for an organization to be successful, its members must be both willing and able to perform their jobs competently. This implies that the performance of organization members is jointly determined by the Members “Motivation” (The extent to which they are willing to perform well) and by their ability (the extent to which they possess the skills and abilities necessary to perform well). Feldman and Daniel (1983) are jointly determined by both motivation and ability. This is important since it implies that beyond a certain level, lack of ability cannot be compensated for high motivation and conversely lack of Motivation cannot be compensated for high level of ability. Both Motivation and ability are necessary components of effective performance in organizations. This perhaps led researcher like Nadle(1989) to arrive at conclusion that man anger’s Job is not to Manipulate his subordinate rather must be sensitive to the difference in needs and desires and recognize the extent of what motivate them.

The current global era is highly competitive and organizations regardless of size, technology and market focus are facing employee retention challenges. To overcome these global restraints a strong and positive relationship and bonding should be created and maintained between employees and their organizations. Employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment. Employee motivation at work is such an impetus factor that contributes greatly to the achievement of organizational goals. Unless and until the employees of any organization are satisfied with it, are motivated for tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success. Thus, the focus of this study is to explore the effectiveness of motivation on job performance in Tanzania construction sector thereby strategies organizations can use to motivate their employees for the betterment of the organization performance and success.

# 1.2 Statement of the Problem

Employees do become more loyal, committed; perform better if they are motivated. If there is a motivational problem, employees do not work well. Despite of construction department of SUMA JKT having motivational policies with amplified efforts in terms of salaries and incentives, their employees are not motivated. This indicates a motivational problem which affects employee’s performance. This problem affects not only the Organization, but also their employees and even more their stakeholders**.**

SUMA JKT Construction Department and Tanzania in general has implemented various measures to motivate employees. Among the measures include annual increase of salaries in different areas, enactment of some labour laws to protect the rights of employees, training of some employees, continuously improving work environment by providing the required working tools, and involving employees in some areas of decision making.

Although Tanzania has implemented various measures as explained above employees in many public offices are being accused of poor service delivery and inefficient performance. Furthermore, many proportions of public servants are poorly motivated due to combination of low morale and job satisfaction, poor incentives and inadequate controls and behavioural sanctions. Many reasons have been attributed to this trend. Career progression opportunities are limited among public servants, salary increases by relatively little over time, promotion criteria are also still based largely on qualifications and years of service and that employees are not given chance to participate in decision making. Consequently, employee performance and the performance of organizations are highly affected. Therefore, this study intends to explore the effectiveness of motivation on job performance in Tanzanian Construction Sectors specifically SUMAJKT Construction department so that more effective strategies for motivating employees can be suggested to make it more vibrant for better performance and productivity.

# 1.3 Objectives of the Study

# 1.3.1 Main Objective

To explore the effectiveness of motivation on job performance in Tanzanian Construction Sector, The case study of SUMA JKT Specifically Construction Department.

# 1.3.2 Specific Objectives

1. To identify different methods used to motivate employees at SUMA JKT Construction Department.

2. To determine the benefits of motivation to the work performance of SUMAJKT Construction Department employees.

3. To assess factors that hinder effectiveness of motivational strategies applied by SUMA JKT Construction Department

# 1.4 Research Questions

1. What methods are used to motivate employees at SUMA JKT Construction Department?
2. What are the benefits of motivation to the work performance of SUMAJKT Construction Department employees?
3. What factors hinder the effectiveness of motivational strategies applied by SUMA JKTConstruction Department?

# 1.5 Significance of the study

The findings of the study will widen the knowledge on effective ways of motivating staff in order to improve their performance and hence ensure efficiency and effectiveness.

It will supplement the government goal of making ineffective public service performance and play a pivotal role in achieving sustained national economic growth and prosperity.

Findings of this study will also help many stakeholders like civil department, private sector and other researchers to have better understanding and new knowledge of the strategies, which can be used to address the problem of lack of motivation among employees that leads to poor performance in turn.

SUMA JKTConstruction Department will get new data that show the causes and effects of motivating staffs and find possible ways to address them effectively. It will also help to have appropriate strategies that can help to enhance productivity.

Researchers will use the findings to have new data that can be used to undertake further studies on motivational issues in Tanzania Public Sector and other sectors.

# 1.6The Scope of the Study

The study focuses on effectiveness of motivation and job performance of workers in Construction Sectors specifically SUMAJKT With attention on the complexity in archiving performance outcome. Data were collected from SUMA JKT where 100 respondents were involved in the study. SUMA JKT was chosen as the area of data collection because it was easy for researcher to collect data and that time limit and financial constraints made the researcher concentrate on only a single unit.

# 1.7 Limitations and de-limitations of the study

In undertaking this study, the researcher encountered a number of limitations

# 1.7.1 Limitation on primary data

The major limitation of the study is based on data collection. Respondents were busy with their daily ethos and could not answer questionnaires within the time so researcher had to use extra time to persuade them and much energy to collect questionnaires. Also some of the respondents were not ready to be recorded and even to respond during interview which costed much researcher’s time in persuading them.

# 1.7.2 Limitation on Secondary data.

Although many literatures are available on motivation, it was hard to get research papers directly related to the subject matter particularly conducted from the Army in Tanzanian environment. It was also difficult to get literatures on various issues pertaining to employees’ motivation within the Army as some of the documents are treated confidentially and people were not ready to provide them. Thus, the researcher had to use those available and those from other countries outside Tanzania.

# CHAPTER TWO

# 2.0 LITERATURE REVIEW

# 2.1 Introduction

This chapter presents theoretical review and empirical studies pertaining to employee motivation and performance.

# 2.2 Conceptual Definitions

# 2.2.1 Motivation

Many contemporary authors have defined the concept of motivation. Lawler (1986) defines motivation as a conscious process that results from individual choice about what will and will not be in a given situation. Kreitner (1995) defined the phenomenon as a psychological process that gives behavior purpose and direction. Lam and Tang (2003) defined motivation as the driving force within individuals that compels them physiologically and psychologically to pursue one or more goals to fulfill their needs or expectations. Motivation is essential to almost all behaviour at work. It can be thought of as the force that drives behaviour.

Furthermore, Thwala and Monese, (2008) defined motivation as an ability of indoctrinating the personnel with a unity of purpose and maintaining a continuing, harmonious relationship among all. According to Latham and Ernest, (2006), motivation is a process resulting from the reciprocal interaction between the individual and the environment that affects a person’s choices, effort, and persistence. Bargraim (2003) defines motivation as the force within us that arouses,

directs, and sustains our behavior.Motivation is a set of courses concerned with a kid of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah et al, 2010). According to Barron (1983), it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions (Rizwan et al, 2010).

For the purpose of this study, motivation is defined as an internal force that arouses, directs and drives our behaviour towards accomplishing some definite goals. Motivation boosts employees’ performance as it drives employee’s strength to pull off personal and organizational goals.

These concepts of motivation suggest that motivation has something to do with a person’s behavior, a cause of behavior, or the reasons of individual behavior, and the causes of individual behaviors may differ because of different individual needs. The intuition of these concepts to managers is that they must first understand and discover these individual differences and their needs, and develop proper models to motivate employees by fulfilling these different needs toward common organizational objectives. Therefore, managers should not limit themselves to one specific motivational factor; instead, they should consider diverse motivational models to realize the different needs of employees. Kovach (1987) supports this suggestion by saying that no standard motivational factor is applicable to all organizations because of individual differences. For example, what is interesting to one person may not be interesting to someone else: one employee may value good wage while the other may prefer interesting work.

# 2.2.2 Performance

Basically performance is a managerial function and has been defined differently by various scholars. Armstrong (2008) has defined performance as the achievement of quantified objectives. Agarwala (2007) defines performance as what an employee does or does not do on the job. Employee performance includes quantity of output and quality of output. She further explained that if the employees do not perform to the expectations or they perform below the average, then the organizations cannot be able to achieve their objectives.

# 2.2.3 Job Performance

Job performance is the set of employee’s behavior that contribute to the accomplishment of organizational goals. It has three dimensions, namely, task performance, citizenship behavior, and counterproductive behavior. According to Rotundo, et al (2002) job performance is categorized into three sets namely task performance which includes employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that organization produces. Organizations gather information about relevant task behavior using job analysis. Citizen behaviors are voluntary employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place. Citizenship behaviors include helping, courtesy, sportsmanship, voice, civic virtue, and boosterism. According to Pullakos, et al (2000), counterproductive behaviors are employee behaviors that intentionally hinder organizational goal accomplishment. Examples of counterproductive behaviors include sabotage, theft, wasting resources, substance abuse, gossiping, harassment, and abuse (Robinson, S. L and Bennett R. J, 1995).

# 2.3 Theoretical Review

According to Donnelly et al, (1995) no theory has a universal approach to explain human behaviour, because peoples’ behaviour is too complex. However, according to Armstrong, (2009) theories of motivation can help us understand why people behave as they do. There are several motivation theories which complement each other. This study however tries to focus on Hertzberg’s Two-Factors Theory, Equity Theory, Hierarchy of Needs Theory, Need Achievement Theory and Goal Setting Theory.

# 2.3.1 Hertzberg’s Two-Factors Theory

This theory was established by Fredrick Hertzberg (1959). The theory was based on a study of need satisfaction among engineers and accountants. The theory is referred to as the two-factor theory of motivation (Herzberg, Mausner and Snyderman, 1959 and Lindner, 1998 cited in Armstrong, 2009). Herzberg analysed the job attitude of 200 accountants and engineers who were asked to recall when they had felt positive or negative at work and the reasons why. Herzberg suggested a two-step approach to understanding of employee motivation and satisfaction.

Hygiene factors which are based on the need for a business to avoid unpleasantness at work. He holds that if these factors are considered inadequate by employees, then they can cause dissatisfaction with work. Hygiene factors include: company policies and administration, wages, salaries and other financial remuneration, quality of supervision, quality of inter-personal relations, working conditions, feelings of job security (Armstrong, 2009).

Motivator factors are based on individual’s need for personal growth. When they exist, motivational factors actively create job satisfaction. If they are effective, then they can motivate an individual to achieve above average performance and effort. They include; status, opportunity for advancement, gaining recognition, responsibility, challenging/stimulating work, sense of personal achievement and personal growth in a job (Armstrong, 2009). Herzberg believed that challenging jobs do motivate employees compared to dull routine jobs. He then advised managers to redesign jobs to provide opportunities for individual achievement, recognition, advancement and personal growth (Philip, 2008).

Given Herzberg views, one could say hygiene factors are mandatory to be provided by employers. These normally assist the employees to perform better. But when looking at the motivation factors these are added advantages an employee will obtain by offering his/her service to an organization.

# 2.3.2 Equity theory

The theory was developed by Adams (1965). It helps to propose the idea about individuals who think of themselves as over-rewarded or under-rewarded. These individuals will experience distress that tries to restore balance. Equity thus measures the contributions and benefits earned by each individual. It is not necessary one need to put in exactly the same contribution as the other partner, as long as there is a balance between contributions and benefits. Thus, every individual employee feels his contribution and work needs to be rewarded with equal pay. If the individual feels underpaid, she/he will come under distress and feel hostile towards the company. To avoid this feeling of hostility, equity theory comes into play.

According to Adams (1965) equity theory as presented in Specter (2008) points out that employees seek to maintain equity between the input that they bring into a job (e.g. education, time, experience, commitment, effort) and the outcome they receive from it (e.g. promotion, recognition, increased pay) against the perceived inputs and outcomes of other employees. The theory proposes that individuals who perceive themselves as either under-rewarded or over-rewarded will experience distress, and this leads to efforts to restore equity within the organization.

Failing to find any of the incentives, Hellriegel et al (2008) argues that employees may behave in ways that harm the organization. For example, they may quit, and when high performers leave the organization, the company loses its productive talent and the capacity to gain competitive advantage. If dissatisfied employees stay, they may react by withholding effort in order to restrict output or lower quality, or embark on deliberate sabotage of equipment. This may also put the organization at competitive disadvantage. Under-rewarded employee tend to show feelings of hostility to the organization and perhaps their co-employees which may lead to reduced productivity and this may impair the overall performance of the organization, especially when high performing employees are involved.

# 2.3.3 Criticisms of equity theory.

Criticism has been directed toward both the assumptions and practical application of equity theory. Scholars have questioned the simplicity of the model, arguing that a number of demographic and psychological variables affect people's perceptions of fairness and interactions with others. Furthermore, much of the research supporting the basic propositions of equity theory has been conducted in laboratory settings, and thus has questionable applicability to real-world situations (Huseman, Hatfield & Miles, 1987). Critics have also argued that people might perceive equity/inequity not only in terms of the specific inputs and outcomes of a relationship, but also in terms of the overarching system that determines those inputs and outputs. Thus, in a business setting, one might feel that his or her compensation is equitable to other employees', but one might view the entire compensation *system* as unfair (Carrell and Dittrich, 1978). Because many studies were short-term there is no knowledge of long-term reactions to inequity (Redmond, 2009). Research conducted on the equity theory as it pertains to the Eastern cultures found that equality, rather than equity, was preferred (Leung and Bond, 1982, 1984; Leung and Park, 1986; Mahler, Greenberg, and Hayashi, 1981, as cited in Fadil et al, 2005).

# 2.3.4 Hierarchy of Needs Theory

Maslow's (1943) hierarchy of needs theory places employees' needs into five progressive categories, beginning with basic physical needs and progressing up to needs for personal growth and career development. Maslow claims that employers must meet each level of employees' needs for employees to truly commit themselves to workplace goals. Failing to meet employees’ needs at any level in the hierarchy can create a lack of fulfillment in employees' professional lives, causing them to eventually try to fulfill these needs on their own, possibly by finding a new employer who provides better opportunities.

# 

Figure 1:1 Hierarchy of Needs Theory

Source: Matungwa, (2010)

From the figure 1 above, Maslow believed that once a given level of needs is satisfied it no longer serves as a motivation and the next levels of needs are cultivated and the satisfaction of them motivates an individual. For example a graduate who has worked for a number of years and has managed to have his own house as well as a car he/she is not motivated by giving him a free house to live in. But the same motivation can act positively to newly graduated candidate who is seeking for a job. Maslow went further arguing that as people experience the needs for self- actualization, they tend to want more needs.

The theory has been criticized for generalizing the human needs. The ranking of the needs hierarchy as well as time bound between satisfaction on one need and other. The theory does not provide clear evidence shows that human needs are classified into five categories. From the given analysis by Maslow, it seems that satisfaction followed some kind of sequence of order and one set of needs simultaneously dominate employee behavior and all people have a five level classification of needs (Mrema, 2007). Again, the Maslow’s theory limited the satisfaction of the employee to the working place whereby sometimes it might not be the case, especially the higher level. Thus people become what they are capable of in life or what one can be, one must be through other areas of their life.

However, Maslow’s hierarchy of needs has provided a valuable guide to managerial personnel regarding employees’ individual needs (Figure 1). It confirm that in addition to financial needs, employees are motivated by their social, esteem, and self-actualization needs, which they expect to be duly considered by management. It also provided others things the management should consider to motivate its higher level employees (Mrema, 2007).

# 2.3.5 Need Achievement Theory

McClelland (1961) introduces the theory of Need Achievement; it has in it the guiding principles to understand the practices of motivation. This theory based on needs. McClelland pointed out four things to consider when analyzing motivation of employees. These are the achievement, power, afflictive as well as avoidance motives (Masesa, 2004). According to Mrema (2007), the need for achievement refers to the desire one has to succeed, to achieve in accordance with pre-set standards. To Mrema, power needs is the desire to make others do what she/he wants them to do, which they would otherwise not done. He argues that affiliation is the desire for friendship and to cultivate good interpersonal relationships with people.

Some individuals in the working environment have an unusual desire for achievements. They want to do something better than it has never been done before. These types of people voluntarily want situations where they can take personal responsibility for solving difficult problems. In doing so, they need quick feedback whether they have achieved or not. Under normal circumstances these individuals will increase their performance and develop organizational citizenship if recognized by the management as potential people to help the business growth and achieve its competitive advantages. These individuals are almost the same as those who desire power: high desire to influence others, desire status where they can influence others to make things happen. These types of people will only be motivated as they acquire leadership to influence others. Therefore, it is the role of managers to understand the kind of employees they have so as to be able to develop a motivation scheme that will cut-across the needs of the staff.

# 2.3.6 Goal Setting Theory

This theory was developed by Latham and Locke (1979). The theory states that motivation and performance are higher when individuals set specific goals, when goals are difficult but accepted, and when there is feedback on performance. Participation in goal setting is important as a means of getting agreement to the setting of higher goals. Difficult goals must be agreed and their achievement reinforced by guidance and advice. Feedback is vital in maintaining motivation particularly towards the achievement of even higher goals.

Goal theory is in line with the 1960s concept of management by objective (a process of managing, motivating, and appraising people by setting objectives or goals and measuring performance against those objectives). But MBO fell into disregard because it was tackled bureaucratically without gaining the real support of those involved. Importantly, this did not ensure that managers were aware of the significance of the processes of agreement, reinforcement, feedback and skills in practicing them. Goal theory, however, plays a key part in performance management. Once these goals are not realized they may lead to poor performance in the organization.

# 2.4 Empirical Studies

# 2.4.1 Surveyed Studies

Employee motivation is one of the policies of managers today. In this case unstable and uncompetitive organizations perish. Thus, many scholars have written intensively on motivation to provide a general understanding of motivation. If employees are motivated they become more committed to the organization and their performance increases. If productivity increases organization becomes more stable and competitive. Thus according to Johns, (1996), motivation has become even more important in contemporary organizations as a result of the need for increased productivity and to be globally competitive organizations needs to find proper and suitable mechanism to motivate their employees for higher productivity.

Manzoor (2012) conducted a study to determine the impact of employees’ motivation on organizational effectiveness. In this study a model was designed based on the literature, linking factors of employee motivation with organizational effectiveness. Three hypotheses were built based on the literature and the models were tested in perspective of the previous studies and literature.

The study findings revealed that factors of empowerment and recognition have positive effect on employee motivation. The more the empowerment and recognition of employees in an organization is increased, the more wills their motivation to work is enhanced. Furthermore, study findings revealed that there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motivated to tasks accomplishment the more the organizational performance and success.

Lesson learned from this study is that organization needs to motivate employees through involving them in decision making process and recognizing their performance. The more employees are motivated, the more they become committed to the organization and the more they exert efforts to the performance of the organization.

Ajang (2008) conducted a study to assess the role of work motivation on employee Performance at Umea School of Business and Economics. The study used deductive approach in which a qualitative survey was carried out among students at Umea Business School (USBE) who are assumed to be future employees. The survey was intended to get their responses on what they feel is (are) the best factors that could motivate them as future employees. The study findings revealed that Job satisfaction was the most ranked factor for both sub groups that made up the sample survey.

The lesson learned from this study is that motivation is the impetus factors for organization to perform better to achieve its objectives. If employees are motivated they become satisfied and if they are satisfied they remain committed to the organization. A committed employee will always work hard to achieve the set goals.

Ahmad (2012) conducted a study on the impact of employee motivation on customer satisfaction airline industry in Pakistan. The study used Correlation and regression analysis to analyse data where results showed that employee motivation as well as its four components - work environment, pay and benefits, management systems and organizational vision have a significant positive influence on customer’s satisfaction. Those employees who have direct interaction with customer satisfaction highly influence the customer satisfaction level.

Lesson learned from this study is that employees are the most important factor in the success and failure of any organization; therefore, managers need to develop strategies to motivate employees to retain their customers. It is evident from the results of this study that pay and benefits plays key role in motivating employees towards their organizational goal of higher customer satisfaction, so managers need to consider this as they carry out their daily ethos.

Eshun and Duah (2010) investigated rewards as a motivation tool for employee performance. The aim of the study was to explore three vital issues in human resource management. First, to ascertain whether rewards motivate employees, identify what kinds of rewards employees considered most beneficial and finally discuss some dilemmas and difficulties manager faced in applying motivation theory to workplace setting. The research was informed by various literatures on the most effective and efficient ways of motivating employees to enhance high performance and achieve organizational goals.

Most of the available literature on motivation showed that while motivated employees were essential for organizational goals, managers were often confronted with the challenge of coming up with the right mix of rewards which would motivate their employees for enhanced productivity In their study, the perceptions of rewards as motivation and the dilemmas managers faced in motivating their employees were explored through analysis of (20) interviews with people in various positions and organizations in the Accra and Tema municipalities of Ghana. Their respondents were all employees who had oversight responsibilities as managers or supervisors of between five to ten people.

The analysis of the (20) interviews suggested that while the use of rewards was a vital in motivating employees, there was a need for management and employees to have a clear understanding of human nature and what actually motivate employees. Their study further suggested that, efficient motivation program stems from a mixture of extrinsic and intrinsic rewards instead of focusing on only one type of it.

They further said that most of the challenges managers faced in motivating their employees could be eliminated or reduced when myths surrounding motivation were discarded and individual differences in terms of valence, preferences, and aspirations were incorporated. Finally enhanced motivation could be attained when managers do their best to design the work setting so as they become motivators in themselves while at the same time eliminate demotivating factors at the work place

Songstad (2011) studied on the perceived unfairness in working conditions using the case of public health services in Tanzania. The focus on the determinants of the quality of health services in low income countries was increasing. Health workers’ motivation has emerged as a topic of interest in this context. The main objective of the study was to explore health workers’ experience of working conditions and their motivation to work. Working conditions have been pointed out as a key factor in ensuring a motivated and well performing staff.

The empirical focus was on rural public health services in Tanzania. The study aimed at situating the results in a broader historical context in order to enhance their understanding of the health worker discourse on working conditions. The study used a qualitative study design to elicit detailed information on health workers’ experience on their working conditions. Data comprised Focus group Discussion and in depth interviews with administrators, clinicians and nursing staff in the public health services in rural districts in Tanzania. The study used an ethnographic backdrop based on earlier long-term field in the same part of Tanzania. The study provides insights into health workers’ understanding and assessment of their working conditions. An experience of unsatisfactory working conditions as well as a perceived lack of fundamental fairness was revealed in this study. There were unfairness in salary, promotions, recognition of work experience, allocation of allowances and access to training. It was also revealed that many health workers lack information and knowledge about factors that influence their working conditions.

Leshabari (2008) conducted a study on motivation of health care workers in Tanzania at Muhimbili National Hospital. One of the main components of his study was to measure the extent to which workers in the hospital were satisfied with the tasks they performed and identify factors associated with low motivation in work place. This was a cross-sectional study involving a sample of 448 hospital workers. Stratified sampling was used to randomly pick 20% of doctors, nursing staff, auxiliary clinical workers and other administrative and support staff. About 44% of workers were female. Most of the workers were not satisfied with their jobs due to a variety of factors such as low salary levels, frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channel in different organizational units, lack of participation in decision making process and lack of concern for workers’ welfare by the hospital management.

Based on the study findings, several recommendations were made including setting defined job criteria and description of tasks for all staff, improving availability and quality of working gear for the hospitals, the introduction of a reward system commensurate with performance, improved communication at all levels, and introduction of measures to demonstrate concern for the workers’ welfare

Pinder (1998) describes motivation as the set of internal and external forces that initiate work related behaviour, and determine its form, direction, intensity, and duration. Motivation is a middle range concept that deals only with events and phenomena related to people in a work context. Pinder recognizes the influence of both environmental forces (e.g., organizational reward systems, the nature of the work being performed) and forces inherent in the person (e.g., individual needs and motives) on work-related behavior. (ibid,1998).

Contemporary research and observations show that well motivated employees are more productive and creative towards achieving company or organizational goals. On the other hand less motivated employees are less performing and tend to divert from attaining organizational goals.

According to Sanga, (2007), motivation is finding a need inside the employees and

helps to achieve it in a smooth and proper way. Motivation of staff leads to broaden their skills to meet the organization demands. However, dissatisfaction might work as guidance for the manager to explore the needs of staff and start with it to motivate them and attract them to perform better (Phillips et al, 2009)

# 2.5 Conceptual Framework

Kombo and Tromp (2006) explained that a conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. Ngirwa, (2005) and Ndunguru, (2007) view conceptual framework as an assemblage set of research concepts cum variables together with their logical relationships often represented in the form of diagrams, charts, graphs, pictograms, flow-charts, organogram or mathematical equations. This study was guided by a conceptual framework as designed by a researcher and it takes into account that if intrinsic and extrinsic rewards are properly managed employees will be motivated and exert more efforts that will lead into increased job performance to achieve organizational goals.

**Intrinsic Rewards**

-Good pay

-Good working condition

-Job security

-Employee relations

……………………………………

**Extrinsic Rewards**

-Achievement

-Recognition

-Responsibility

-Advancement

Figure 2.2 Conceptual framework for employee motivation

Source: Researcher

**Figure 1.2** above indicates the relationship which exists between employee motivation and job performance. Employee motivation is an independent variable while Job Performance is a dependent variable. When intrinsic and extrinsic rewards are applied in the work environment it means motivation is emphasized. Intrinsic motivators are sources of need satisfaction, that derive from the individuals relation to the job itself and it involves job factors which reward the needs of the individual to reach his aspirations and they include achievement, recognition, responsibility and advancement.

On the other hand, extrinsic motivators are motivators associated with tangible rewards such as good pay, good working condition, favorable physical condition, job security and good employees’ relationship. When these two set of motivators are applied in the organization employees will be motivated henceforth their energy and desire toward work is boosted up. They will exert more efforts towards work geared towards ensuring that organization achieves its goals. As a results job performance of

the individuals and the organization at large will increase.

# 2.6 Research Gap

As the literature review above indicates, many studies have been done on motivation cum performance in different areas. These studies are limited on the areas where they were conducted, methodologies used, sample size employed and time. Although all these studies have given some sound basis on motivation there is no any study conducted on effectiveness of motivation on job performance at any military section. Neither in Tanzania nor in any other countries there has been such a study. But the most important and interesting thing is that motivation does not disregard military areas as military is also formed by people who need to be motivated to perform better. At SUMA JKT particularly at the Construction Department people are compelled by similar de-motivation experiences which compel such a study to be conducted. Therefore, this study intends to fill this gap by exploring the effectiveness of motivation on job performance at the construction department in SUMA JKT to see if proper motivation strategies are applied and if motivation has any impact on job performance.

# CHAPTER THREE

# RESEARCH METHODOLOGY

# 3.1 Introduction

This chapter presents the research methodology, describing how data collection was conducted. The chapter covers the area of the study, research design, study population, sampling techniques, research instruments, and data collection procedures and data analysis methods.

# 3.2 Research Design

Kothari (2004) defined research design as the arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose with economy in procedure. According to Kbombrabail, (2009) a research design is the determination and statement of the general research approach or strategy adopted for the particular project.

The study used a case study method because it enables the researcher to learn deeply and thoroughly all necessary information of the observable fact that helps to understand the effectiveness of motivation on job performance at SUMA JKT.

# 3.3 Area of Study

The study was conducted at SUMAJKT construction departments in Dar es Salaam, Dodoma, Arusha and Mwanza.

# 3.4 Population of the study

The population of the study includes 80 employees and 20 from managerial team of SUMA JKT construction department in Dar es Salaam, Dodoma, Arusha and Mwanza regions.

# 3.5 Sampling Techniques

The methods used in conducting the study were convenience sampling and purposive sampling. Convenience sampling technique was used to select non-management staffs. According to Shaughnessy (2000), this technique involves selecting respondents primarily on the basis of their availability and willingness to respond. The major advantage of this method is that it saves time and money as elements included are those who can be easily accessed and willing to respond. Purposive sampling is also known as judgmental sampling. In this technique researcher chooses only those elements which he/she considers to provide the required information. In this technique the major criteria for including a person in a sample is possession of expertise or experience about the problem under investigation. Thus, the advantage of this method is that it is less expensive and quick for selecting a sample. This sampling technique was used to select management staffs.

# 3.6 Sample Size

The sample size for the study is One Hundred (100) respondents whereby, twenty (20) respondents were taken from employees in Dar es Salaam and five (5) respondents were selected from the management team. In Dodoma twenty (20) employees were selected and five (5) managers were involved. In Arusha twenty (20) employees were selected and five (5) managers were involved. In Mwanza the same took place where twenty employees were selected and five (5) managers were involved. The intention here is to have general information that enabled us to make general conclusions. The following table portrays clear picture of sample selection.

Table 3 1 : Sample size of respondents

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **S/N** | **REGION** | **SAMPLE** | | **TOTAL** |
|  |  | **EMPLOYEES** | **MANAGERS** |  |
| 1 | Dar es salaam | 20 | 5 | 25 |
| 2 | Dodoma | 20 | 5 | 25 |
| 3 | Arusha | 20 | 5 | 25 |
| 4 | Mwanza | 20 | 5 | 25 |
| **TOTAL** | | **80** | **20** | **100** |

Source: Researchers data (2014)

These questionnaires were distributed randomly in order to ensure maximum representation of all employees and managers from different regions of SUMAJKT, and to avoid any possible biases. To ensure this, for example, the sample included Managers and employees from different age groups, sex, regions and Education within the organization.

# 3.7 Data Collection Methods

The data for this study were collected through questionnaire survey and interview methods.

# 3.7.1 Questionnaire

A questionnaire is a set of printed questions, usually with a choice of answers, devised for a survey or statistical study (Slaton, 2010). Questionnaires were distributed to non-management staffs to fill in. Both open and close-ended questions were provided to respondents to answer. Non-management staffs are given questionnaires because their access was easier through questionnaires and also that time is limited, so questionnaire technique is more effective when compared to other techniques.

# 3.7.2 Interview

Interview is a method of collecting primary data, which involve presentation of oral – verbal stimuli and reply in terms of oral verbal response (Kothari, 2002). The study used structure and unstructured interview to encourage more clarification from respondents’ in order to have more information about major issues on the study. The interview was conducted to the management staffs only. This is because they are in the position to provide clarification on some issues that are not well presented in the questionnaire. Also it is believed that their expertise helps to provide more critical information that adds value to the information obtained from the questionnaire.

# 3.8 Pilot Study

Before fieldwork, the questionnaires were subjected to pre-testing in order to establish the validity and reliability of the questionnaires. Another reason is to determine if the questions meet the needs and objectives of the study. Views and criticisms noted from the tests were incorporated into the questionnaires wherever seen necessary for improvements. The pre-testing was conducted to twenty (20) respondents.

# 3.9 Data Analysis Plan and Presentation

Levine (1997) stated that data analysis is a body of methods that help to describe facts, detect patterns, develop explanations, and test hypotheses. The collected data were analyzed using qualitative description, frequencies, and percentages and cross tabulations. The information and data collected from different sources (questionnaires and interviews) were processed, summarized, and analyzed through the statistical package for social science (SPSS) and presented in form of tables and percent.

**3.10 Ethical issues**

At the onset data collection, the researcher sought permission of the Construction Department of SUMAJKT Management who introduced the researcher to the respondents. Each questionnaire contained an opening introductory letter requesting for the respondents cooperation in providing the required information for the study. The respondents were further assured of confidentiality of the information provided and that the study findings were to be used for academic purpose only. Respondents were further assured of their personal protection and that they had authority to refuse or accept to be interviewed.

# CHAPTER FOUR

# DATA PRESENTATION, ANALYSIS AND DISCUSSION

# 4.1 Introduction

The main objective of the study was to explore the effectiveness of motivation on job performance in Tanzanian Construction Sector. Specific objectives were to identify different methods used to motivate employees at SUMAJKT Construction Department, to determine the benefits of motivation to the work performance of employees, and to assess factors that hinder effectiveness of motivational strategies applied by SUMAJKT Construction Department.

This chapter presents the finding of the study, analysis of the data collected, discussion of the findings and provides interpretation of the findings. The data were collected from SUMAJKT and the sample size of the study was 100 respondents. The data collected are presented in line with the objectives and research questions provided in chapter three.

# 4.2 Demographic Profile of Respondents.

The main theme in this section is to provide demographic characteristics of the respondents in terms of Age, Sex, Marital status and Education level of respondents. The intention is to ensure that the study captures right respondents capable of providing the required information.

# 4.2.1 Age of Respondents

The study findings revealed that out of 100(100%) respondents, 5(5%) were aged below 20 years; 45(45%) were aged between 21-35 years; 35(35%) were

aged between 36 - 45;14 (14%) were age between 46-55 and 1(1%) was above 55 years. The implication of these findings to the study is that majority of respondents 80 (80%) were aged between 21-45 years. This age group represent active age with higher social economic responsibilities therefore, able to assess critically the effectiveness of motivation on job performance in Tanzanian Construction Sector. The study was therefore, capable to capture the appropriate age group. The results are shown in table 4.1 below.

# 4.2.2 Sex of Respondents

The study findings revealed that out of 100(100%) respondent, 52(52%) were male while48 (48%) were female. This implies that both women and men were involved in the study, therefore, responses were genelised. These results are shown in table 4.1 below;

# 4.2.3 Education Level of Respondent

The study findings revealed that out of 100(100%) respondents, 10 (10%) were Master degree holders; 27(27%) were first degree holders and 33(33%) were Diploma holders and 30(30%) were certificate holders. The study considered the level of education of respondents to have implication in exploring the effectiveness of motivation on job performance in Tanzanian Construction. According to the surveyed data, level of education of respondents was ranging from certificate to the Master level degree. The study captured the right level of education of respondents who are competent and capable to provide relevant information on the effectiveness of motivation on job performance in Tanzanian Construction Sector. The results are shown in table 4.1 below;

# 4.2.4 The Regions of Respondent

The study findings revealed that respondents were coming from Dar es salaam, Dodoma, Arusha and Mwanza under Construction Department of SUMAJKT. 25(25%) were coming from Dar es salaam, 25(25%) were coming from Dodoma, 25(25%) from Arusha while 25(25%) were coming Mwanza as shown in table 4.1 below.

Table 4.1 : Involving respondents’ age, sex, education and regions.

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Distribution of respondents by age** | | | **Sex of respondents** | | | **Education level of respondent** | | | **The regions of respondents** | | |
|  | **N** | **%** |  | **N** | **%** |  | **N** | **%** |  | **N** | **%** |
| **Below20years** | **5** | **5.0** | **Male** | **52** | **52.0** | **PHD** | **00** | **00** | **Dar es salaam** | **25** | **25.0** |
| **21-35 years** | **45** | **45.0** | **female** | **48** | **48.0** | **Masters** | **10** | **10.0** | **Dodoma** | **25** | **25.0** |
| **36-45 years** | **35** | **35.0** |  |  |  | **1st degree** | **27** | **27.0** | **Arusha** | **25** | **25.0** |
| **46-55 years** | **14** | **14.0** | **Diploma** | **33** | **33.0** | **Mwanza** | **25** | **25.0** |
| **Above 55** | **1** | **1.0** | **certificate** | **30** | **30.0** |  |  |  |
| **Total** | **100** | **100** |  | **100** | **100** |  | **100** | **100** |  | **100** | **100** |

Source: Field data, 2014

Where by:

N= Frequence of respondents

% = percentage

# 4.3 Methods used to motivate employees at SUMAJKT

The study in this section intended to get information that could help to understand the methods used to motivate employees at SUMAJKT. Various questions were given to respondents in terms of a Likert Scale comprising of five components **‘Strongly Agree’ , ‘Agree’, ‘Neither’, ‘Disagree’ and ‘Strongly Disagree.**

# 4.3.1 Involving employees in decision making

The study findings revealed that out of 100(100%) respondents, 4(4%) strongly agreed that employees at SUMAJKT Construction Department are involved in decision making, 6(6%) respondents agreed, 64(64%) respondents disagreed, 13(13%) strongly disagreed while 13(13%) neither agreed nor disagreed. The general implication of these findings to the study is that majority of respondents 77(77%) disagreed that employees at SUMAJKT are involved in decision making. 10(10% ) agreed while 13(13&) neither agreed nor disagreed. The results are shown in the table below.

Table 4.2 : Involving employees in decision making

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 4 | 4.0 |
| Agree | 6 | 6.0 |
| Neither | 13 | 13.0 |
| Disagree | 64 | 64.0 |
| Strongly disagree | 13 | 13.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.2 Compensating employees fairly

The intention here was to find out if employees are compensated fairly. The study findings revealed that out of 100(100%) respondents, 12(12%) strongly agreed, 18(18%) agreed, 32(32%) disagreed, 9(9%) strongly disagreed while 29(29%) neither agreed nor disagreed. The general implication of these findings to the study is that majority of respondents 41(41%) disagreed that employees at SUMAJKT Construction Department are compensated fairly. Many others 29(29%) neither agreed nor disagreed. The findings are shown in table 4.6 below.

Table 4.3 : Compensating employees fairly

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 12 | 12.0 |
| Agree | 18 | 18.0 |
| Neither | 29 | 29.0 |
| Disagree | 32 | 32.0 |
| Strongly disagree | 9 | 9.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.3 Good working environment

The intention here was to find out if employees are provided with good working environment at SUMAJKT Construction Department. The study findings revealed that out of 100(100%) respondents, 20(20%) respondents strongly agreed, 35(35%) agreed, 29(29%) disagreed, 6(6%) strongly disagreed while 10(10%) neither agreed nor disagreed. The general implication of these findings to the study is that majority of respondents 55(55%) agreed that they are provided with good working environment. Majority others 35(35%) disagreed as shown in table 4.7 below

**Table 4.4 : Good working environment**

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 20 | 20.0 |
| Agree | 35 | 35.0 |
| Neither | 10 | 10.0 |
| Disagree | 29 | 29.0 |
| Strongly disagree | 6 | 6.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.4 Job Security among employees

The intention here was to find out if there is job security among employees at SUMAJKT Construction Department and if this has any impact on employees’ motivation. The study findings revealed that out of 100(100%) respondents, 49(49%) strongly agreed, 40(40%) agreed, 4(4%) disagreed, 5(5%) strongly disagreed while 2(2%) neither agreed nor disagreed. The general implication of these findings to the study is that majority of respondents 89(89%) agreed that there is job security at SUM JKT Construction Department. Just few 9(9%) disagreed as shown in table 4.8 below;

**Table 4.5 : Job Security**

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 49 | 49.0 |
| Agree | 40 | 40.0 |
| Neither | 2 | 2.0 |
| Disagree | 4 | 4.0 |
| Strongly disagree | 5 | 5.0 |
| **Total** | **100** | **100.0** |

Source: Field data,

# 4.3.5 Good relationship with co-workers and supervisors

The study here intended to find out if there is a good relationship among employees at SUMAJKT Construction Department and if this has any impact on employees’ motivation and performance. The study findings revealed that out of 100(100%) respondents, 25(25%) strongly agreed, 53%) agreed, 8(8%) disagreed, 3(3%) strongly disagreed while 11(11%) neither agreed nor disagreed. The general implication of these findings to the study is that majority of respondents 78(78%) agreed that there is good relationship among employees at SUMAJKT Construction Department. Just few 11(11%) disagreed as shown in table 4.9 below;

**Table 4.6 : Good relationship with co-workers and supervisors**

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 25 | 25.0 |
| Agree | 53 | 53.0 |
| Neither | 11 | 11.0 |
| Disagree | 8 | 8.0 |
| Strongly disagree | 3 | 3.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.6 Employees are rewarded fairly

The study intended to find out if employees are rewarded fairly at SUMAJKT Construction Department. The study findings revealed that out of 100(100%) respondents, 7(7%) respondents strongly agreed, 22(22%) agreed, 39(39%) disagreed, 22(22%) strongly disagreed while 10(10%) neither agreed nor disagreed. The implication of these findings revealed that majority of respondents 61(61%) disagreed that employees at SUMAJKT are rewarded fairly. Many others 29(29%) respondents agreed as shown in table 4.10 below;

Table 4.7 : Employees are rewarded fairly

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 7 | 7.0 |
| Agree | 22 | 22.0 |
| Neither | 10 | 10.0 |
| Disagree | 39 | 39.0 |
| Strongly disagree | 22 | 22.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.7 Employees are promoted fairly

The intention here was to find out if employees at SUMAJKT Construction Department are promoted fairly. The study findings revealed that out of 100(100%) respondents, 12(12%) respondents strongly agreed, 18(18%) agreed, 40(40%) disagreed, 20(20%) strongly disagreed while 10(10%) neither agreed nor disagreed. The general implication of these findings to the study is that majority of respondents 60(60%) disagreed that employees at SUMAJKT Construction Department are promoted fairly. Many other 30(30%) agreed as shown in table 4.11 below;

Table 4.8 : Employees are promoted fairly

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 12 | 12.0 |
| Agree | 18 | 18.0 |
| Neither | 10 | 10.0 |
| Disagree | 40 | 40.0 |
| Strongly disagree | 20 | 20.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.8 Employees are recognized for the good work they do

The main intention here was to find out if employees are recognized for the good work they do. The study findings revealed that out of 100(100%) respondents, 15(15%) respondents strongly agreed, 22(22%) agreed, 31(31%) disagreed, 11(11%) strongly disagreed while 21(21%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 44(44%) disagreed that employees at SUMAJKT Construction Department are recognized for the good work they do. Many other 37(37%) respondents agreed as shown in table 4.12 below;

**Table 4.9 : Employees are recognized for the good work they do**

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
| Valid | Strongly agree | 15 | 15.0 |
| Agree | 22 | 22.0 |
| Neither | 21 | 21.0 |
| Disagree | 31 | 31.0 |
| Strongly disagree | 11 | 11.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.9 Employees are given opportunity for job advancement

The intention here was to find out if employees are given opportunity for job advancement. The study findings revealed that out of 100(100%) respondents, 9(9%) respondents strongly agreed, 10(10%) agreed, 36(36%) disagreed, 27(27%) strongly disagreed while 18(18%) neither agreed nor disagreed. The general implication is that majority of respondents 63(63%) respondents disagreed that employees at SUMAJKT Construction Department are given opportunity for job advancement. Many others 19(19%) agreed as shown in table 4.13 below;

**Table 4.10 : Employees are given opportunity for training and development**

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | Strongly agree | 9 | 9.0 |
| Agree | 10 | 10.0 |
| Neither | 18 | 18.0 |
| Disagree | 36 | 36.0 |
| Strongly disagree | 27 | 27.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.3.10 Employees are offered with performance-based bonuses

The intention here was to find out if employees at SUMAJKT Construction Department are offered with performance bonuses. The study findings revealed that out of 100(100%) respondents, 14(14%) strongly agreed, 37(37%) agreed, 24(24%) disagreed, 15(15%) strongly disagreed while 10(10%) neither agreed nor disagreed. The general implication of these findings is that majority of respondents 51(51%)

agreed that employees are offered with performance bonuses at SUMAJKT Construction Department. Majority others 39(39%) disagreed as shown below.

Table 4.11 : Employees are offered with performance bonuses

|  |  | **Frequency (N=100)** | **Percent (%)** |
| --- | --- | --- | --- |
|  | strongly agree | 14 | 14.0 |
| Agree | 37 | 37.0 |
| Neither | 10 | 10.0 |
| Disagree | 24 | 24.0 |
| strongly disagree | 15 | 15.0 |
| **Total** | **100** | **100.0** |

Source: Field data, 2014

# 4.4 Discussion of the Study Findings

Motivation is an important aspect for employee’s performance in fulfilling their duties and responsibilities. John, (2008) argued that the most challenging aspect of employees’ management in contemporary work organization is how to motivate the valuable human resources to make them efficient and effective in their job. Many organizations today are trying hard to find the proper mechanism to motivate their employees who will assist them to gain a competitive advantage.

At SUMAJKT various techniques are applied to motivate employees and the findings of this study have shown that some of these strategies are effective while others are viewed unsatisfactorily performing. Involving employees in decision making is one of the strategies suggested by many scholars to have impact in motivating employees. The study findings have revealed that out of 100(100%) respondents at SUMAJKT Construction Department majority 77(77%) are of the view that they are not involved in decision making process. This creates a negative attitude as like other human beings involving employees in decision making becomes vital for their effectiveness in performing their job. Thus, Manzoor (2012) argues that involving employees in decision making, empowerment and recognition have positive effect on employee motivation. The more the empowerment and recognition of employees in an organization is increased, the more wills their motivation to work is enhanced. Therefore, there is a positive relationship between employee motivation and organizational effectiveness. The more the employees are motivated to tasks accomplishment the more the organizational performance and success.

In compensating employees fairly, study findings revealed that out of 100(100%) respondents, majority of respondents 41(41%) are of the view that they are not compensated fairly at SUMAJKTConstruction Department. This may create complaints that may breed on to dissatisfaction among employees and thereby affect employees’ performance. Many scholars have recommended compensation and other related factors to be basic factors in motivating employees. Armstrong, (2009) is of the view that hygiene factors such as company policies and administration, wages, salaries and other financial remuneration, quality of supervision, quality of inter-personal relations, working conditions, and feelings of job security motivate employees if properly managed. Other factors include status, opportunity for advancement, gaining recognition, responsibility, challenging or stimulating work, sense of personal achievement and personal growth in a job. Challenging jobs also motivate employees compared to dull routine jobs. Therefore, it is important for management to redesign jobs to provide opportunities for individual achievement, recognition, advancement and personal growth (Philip, 2008).

Study findings also revealed that employees are provided with good working environment 55(55%) and that there is security of employment 89(89%). All these are factors that many scholars have cited as motivating employees at work. For example, Maro (2004) carried out a study on job Satisfaction and organizational commitment among academic staff at the University of Dar es Salaam. The study was conducted to provide understanding of the relationship between job satisfaction and organizational commitment of the academic staff at the University of Dar es Salaam. The study concluded that the employees who are more experienced had a significant effect on several of the component of satisfaction and overall job satisfaction among University of Dar es salaam academic staff. Satisfaction with policies, compensation, working conditions, job security, working environment and advancement were found to have a significant relationship to organizational commitment. Thus, managers are urged to come up with the right mix of rewards which would motivate their employees for enhanced productivity.

According to Latt, (2008) organizations are applying different approaches such as rewards, social recognition, team-based methods for the overall employee motivation and performance. In order to suit organization and employee needs, management should carefully weigh which strategy that will fit the most for the long-term performance of the organization. While considering performance measurement at every employee, managerial levels and work process, it can streamline the goals and objectives of each employee, team and division that will in return ease the decision and planning of shareholders.

According to Atkinson & Raynor, (2004) motivation is about what makes people tick, what makes people act or behave in particular way.The employees’ motives for behaving the way they do are many and varied. Whether an employee stays behind at work to finish a report for his manager will depend on a whole complex of variables. This include his predication as to what will happen if he doesn’t finish the report; what his mental state is at the time-exhausted or fired with enthusiasm; what arrangements he has made at home for being late, and so on and so on.As a matter of fact, in the real business world, it is indeed intricate to attain organizational goals and objectives since human behaviors are very subjective to emotions, not predictable and may vary from day to day.

Thus, Flippo (1991) mentioned motivation tools which can be used to motivate employees as including praise and credit for work done, sincere interest in subordinates as individual persons, Pride, Money, Delegation and responsibilities, together with competition. Cox et al (2006) on the other hand argued that, motivation is the reason why people behave in a certain manner. Managers wish not only to see their employees perform their tasks well but also continue to improve the standard of their performance. Therefore, wherever motivation prevails the following will be observed employees become more dedicated to their work and seek to new responsibilities, they give best of their knowledge in performing their duties and they seek new ways to improve their work such as training and workshops.

On the other side, the absence of motivation will promote absenteeism and lateness in reporting for duty, high labour turnover, low quality of work, lack of initiatives and energy. Thus, Pattanayak (2006) suggested critical aspects of organization motivation that can drive employee to a desired performance to include Proper job design, proper placement, providing basic needs. If workers are worried about their salary, housing, safety, job security, much effort will be wasted by them in ensuring that they are there. Therefore, it is important that basic needs of the employees in the organization are provided. Other strategies include setting reasonable output and quality norms for employees based on time study, a sense of freedom and opportunity to participate in decision making process.

Employee motivation is one of the policies of managers today. This is because globalization has stiffened competition among organizations as it has made it possible for organizations to go global. In this case unstable and uncompetitive organizations perish. Thus, many scholars have written intensively on motivation to provide a general understanding of motivation. If employees are motivated they become more committed to the organization and their performance increases. If productivity increases organization becomes more stable and competitive. Thus according to Johns, (1996), motivation has become even more important in contemporary organizations as a result of the need for increased productivity and to be globally competitive organizations needs to find proper and suitable mechanism to motivate their employees for higher productivity.

# 4.5 Employees motivation and job performance at SUMAJKT Construction Department.

The main intention here was to understand the extent to which employees are motivated at SUMAJKT Construction Department. Respondents were provided with statements in which they were to provide their answers against.

In understanding if the management shows interest in motivating employees. The study findings revealed that out of 100(100%) respondents, 17(17%) respondents strongly agreed, 20(20%) agreed, 30(30%) disagreed, 9(9%) strongly disagreed while 24(24%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 63(63%) disagreed that management shows a genuine interest in motivating employees.

In understanding if the organization emphasizes more on creativity and innovation. The study findings revealed that out of 100(100%) respondents, 24(24%) respondents strongly agreed, 17(17%) agreed, 30(30%) disagreed, 11(11%) strongly disagreed while 18(18%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 59(59%) disagreed that the organization emphasizes more on creativity and innovation

In understanding if organization cares much about employees on both professional growth and personal goals. The study findings revealed that out of 100(100%) respondents, 15(15%) respondents strongly agreed, 30(30%) agreed, 23(23%) disagreed, 12(12%) strongly disagreed while 20(20%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 55(55%) disagreed that organization cares much about employees on both professional growth and personal goal.

In understanding if employees are satisfied with rewards given by the organization. The study findings revealed that out of 100(100%) respondents, 18(18%) respondents strongly agreed, 19(19%) agreed, 25(25%) disagreed, 18(18%) strongly disagreed while 20(20%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 44(44%) disagreed that they are satisfied with rewards given by the organization.

In understanding if organization promotes employees fairly. The study findings revealed that out of 100(100%) respondents, 15(15%) respondents strongly agreed, 22(22%) agreed, 31(31%) disagreed, 11(11%) strongly disagreed while 21(21%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 44(44%) agreed that they are not promoted fairly.

Table 4.12 : Employees motivation and job performance at SUMAJKT Construction Department.

**5 = strongly agree; 4 = Agree; 3 = neither; 2 = Disagree; 1 = strongly disagree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **1** | **2** | **3** | **4** | **5** |
| 1 | The management shows interest in motivating employees | 24% | 9% | 30% | 20% | 17% |
| 2 | The organization emphasizes on creativity and innovation | 18 | 11 | 30 | 17 | 24 |
| 3 | The organization cares much about employees’ professional growth through training and development | 20 | 12 | 23 | 30 | 15 |
| 4 | The employees are satisfied with rewards given by the organization | 20 | 18 | 25 | 19 | 18 |
| 5 | The organization promotes employees fairly | 25 | 15 | 30 | 18 | 12 |

Source; Field data, 2014

In understanding if financial and non financial incentives motivates employees to do their works best. The study findings revealed that out of 100(100%) respondents, 15(15%) respondents strongly agreed, 30(30%) agreed, 23(23%) disagreed, 12(12%) strongly disagreed while 20(20%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 55(55%) agreed that employees at SUMAJKT Construction Department are more motivated by financial and non-financial incentives

In understanding if employees devote their working time to handle extra work. The study findings revealed that out of 100(100%) respondents, 18(18%) respondents strongly agreed, 20(20%) agreed, 30(30%) disagreed, 8(8%) strongly disagreed while 24(24%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 62(62%) disagreed that employees at SUMAJKT Construction Department devote their working time to handle extra work.

In understanding if employees comply with lawful instructions of supervisors and hence make the organization achieve its goal. The study findings revealed that out of 100(100%) respondents, 26(26%) respondents strongly agreed, 17(17%) agreed, 30(30%) disagreed, 13(13%) strongly disagreed while 18(18%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 61(61%) disagreed that employees at SUMAJKT Construction Department are committed to achieve goals.

In understanding if employees deliver accurate and high quality output that has increased organization reputation. The study findings revealed that out of 100(100%) respondents, 15(15%) respondents strongly agreed, 30(30%) agreed, 23(23%) disagreed, 12(12%) strongly disagreed while 20(20%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 55(55%) disagreed that employees at SUMAJKT Construction Department deliver accurate and high quality output that has increased organization performance.

In understanding if employees training and development is encouraged and thereby increasing their ability to perform better. The study findings revealed that out of 100(100%) respondents, 15(15%) respondents strongly agreed, 19(19%) agreed, 28(28%) disagreed, 18(18%) strongly disagreed while 20(20%) neither agreed nor disagreed. The implication of these findings to the study is that majority of respondents 47(47%) disagreed that employees training and development at SUMAJKT Construction Department is encouraged and thereby increase their ability to perform better.

**TABLE 4.13: Involving respondents’ age, sex education and region**

**5 = Strongly agree; 4 = Agree; 3 = Neither; 2 = Disagree; 1 = Strongly disagree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **[Please tick (√) one appropriate answer]** | **1** | **2** | **3** | **4** | **5** |
| 1 | Financial and non-financial incentives motivate me to do best to my work | 20 | 12 | 23 | 30 | 15 |
| 2 | Employees devote their working time to handle extra work | 24 | 8 | 30 | 20 | 18 |
| 3 | Employees comply with lawful instructions of supervisors and hence make the organization achieve its goals | 18 | 13 | 30 | 17 | 26 |
| 4 | Employees deliver accurate and high quality output timely that has increased our reputation | 20 | 12 | 23 | 30 | 15 |
| 5 | Employee training and development is encouraged and thereby increasing our ability to perform better | 20 | 18 | 28 | 19 | 15 |

Source : Researcher

# 4.5.1 Benefits of motivation to the work performance

Better productivity (amount produced per employee).  This can lead to lower unit costs of production and so enable a firm to sell its product at a lower price, Lower levels of absenteeism as the employees are content with their working lives, Lower levels of staff turnover (the number of employees leaving the business).  This can lead to lower training and recruitment costs. Improved industrial relations with trade unions, contented workers give the firm a good reputation as an employer so making it easier to recruit the best workers and motivated employees are likely to improve product quality or the customer service associated with a product

# 4.6 Findings from the interview conducted on the effectiveness of Motivation on Job performance at SUMAJKT Construction Department

To comprehensive the information obtained from the questionnaire survey, the researcher decided to conduct interview to some respondents. The interview was conducted to the managers and employees. The result of the interview is as presented below;

# 4.6.1 The General understanding of the Concept of Motivation

The researcher here intended to get information on understanding if respondents are well conversant with motivation concept. Every respondent interviewed tried to give some explanations that defined motivation concept. One of the respondents was quoted defining motivation as “the process of making employees eager to do his / her work”. Another respondent defined it as “the reward given to employee to make them work hard towards organization goals”. Another respondent viewed it as “the process of energizing employees and make them exert more efforts toward achieving organization goals”. As compared to other definitions given by other scholars as provided in the presided chapter in this study, one can draw a general conclusion that the interviewed respondents clearly understand what motivation stands for.

The definitions they have provided concur with the general definition given in the chapter one that is used throughout this study. According to this study motivation is defined as an “internal force that arouses, directs and drives out behavior toward accomplishing some definite goals”. It boosts employee’s performance as it drives his / her strength to put much effort towards achieving organization goals. This definition suggest that motivation has something to do with persons behavior, a cause of behavior or the reasons of individual behavior which may differ from one person to another because of different individual needs

# 4.6.2 Strategies used to Motivate Employees at SUMAJKT Construction Department.

The intention here was to find out strategies used by SUMAJKT Construction Department to motivate employees. Different questions were asked to the respondents to get a clear picture. One of the questions asked was on understanding employee interest in the work they do at their work place. One of the respondents was quoted saying “Iam interested with my work; the only problem is that we are not involved in decision making process”. We are used to ‘orders’ and ‘commands’ this is not good at all. “We need to be given chance to participate in decision making process’’ Another respondent was quoted saying “no appreciation or recognition for what one is doing and this discourage us. We only think that this is done because we are in the army but what should be clear is that we are also human beings. We need encouragement, appreciation and recognition like other human beings”.

On understanding if the contribution they make to the organization is meaningful, many respondents answered in a simple language “we are making very meaningful contribution to the organization. The organization can never operate if we do not work towards achieving organization goals”.

On understanding if employees are given chance for training and development, many respondents answered that just very few get chance for training. They all see training as something important in increasing and expanding their skills, knowledge and experience. But their explanation is that few employees are taken for training and that the criteria are not known to them. One of the respondents was quoted saying “criteria for training employees here are not known as they are not made open to us. You will hear so and so are going or have gone for training, but you will never understand the criteria used and based for selecting those employees for such a training”. He continued “according to the army’s regulation and culture, you cannot question what has being decided and this is actually discouraging us”. Many respondents viewed rewarding system in the army as not fairly and equitably implemented.

On understanding strategies used to motivate employee at work, many respondents showed a concern. They receive salaries earlier than any other carder in the public service. This make them remain stable and liquid. Apart from that, one respondent was quoted saying “Many commodities we purchase at a reduced price as compared to others outside the army and this encourage people to remain in the Army. We are also given leaves like other employees and allowed to take loans from different banks”. Some soft drinks are given at a reduced price and building materials too. Wherever there is a get together part, we are encouraged to participate with our families and this helps us to be tied up with our families.

# 4.7.3 Working Environment

The intention here was to understand if the respondents appreciate their work environment. The general observation is that people like their work environment. They live happy life with their co-workers and their supervisors. They work in teams and everyone contribute his efforts towards achieving team goals. The only problem here is that management has not put proper strategies of motivating people. Many scholars believe that one of the aspects confronting management into days work environment is how to motivate their workforce. Mitchell, (1983) is of the view that for an organization to be successful; its members must be both willing and able to perform their jobs competently. This implies that the performance of organization members is jointly determined by the members motivation (the extent to which they are willing to perform well) and by their ability (the extent to which they possess skills and abilities necessary to perform well).

Scholars all over the world view employee motivation as one of the important strategy for today management if they need to increase job performance among employees in an organization. To them, a motivated employee is responsive of the definite goals and objectives as he / she must direct his / her effort towards achieving organization goals. Motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work. Therefore, it is important for the management at SUMAJKT Construction Department to understand better strategies that can be applied to motivate employees.

# CHAPTER FIVE

# 5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

# 5.1Introduction

This chapter presents the summary of the study findings, conclusion and recommendations derived and drawn from the study after having the findings presented, analyzed and discussed in chapter four.

# 5.2 Summary of findings

The main objective of the study is to explore the effectiveness of motivation on job performance in Tanzanian Construction Sector. The specific objectives were to identify different methods used to motivate employees at SUMAJKT Construction Department, to determine the relationship between motivation and employee performance at SUMAJKT Construction Department and to assess factors that hinder effectiveness of motivational strategies applied by SUMAJKT Construction Department.

The study findings revealed that SUMAJKT Construction Department applies different strategies to motivate employees. Among them include compensating employees fairly, providing good working environment, involving employees in decision making, and providing employees with job security. Although all these strategies are applied still employees are not happy and well motivated. This may be due to a number of factors; in involving employees in decision making 77(77%) respondents are on the view that they are not involved in decision making and this discourage them. 41(41%) respondents also are of the view that they are not compensated fairly while 61(61%) view that they are not promoted fairly. Apart from that, respondents are also on the view that they are not recognized for good work they do 44(44%) while others 63(63%) are on the view that they are not provided with the opportunity for training and development.

The management at SUMAJKT Construction Department understands the relationship existing between motivation and employee performance. If employees are motivated they become more committed to the organization and their performance increases. If performance increases organization becomes stable and liquid as its revenue and survival are realized. Thus, study findings revealed that employees at SUMAJKT Construction Department need to be motivated. The management needs to design other strategies that motivate employees as majority seems to be discouraged. 74(74%) respondents said the organization does not care about employees professional growth; 75(75%) are not satisfied by the rewards offered. They also blame the way communication is done within the organization. 55(55%) are discouraged by the way communication is done within the organization. What they view is that they are only used to orders and commands.

# 5.3 Conclusion

The study findings show that employees’ motivation is very central to the employee’s performance. A highly motivated employee invests his / her best hard work in carrying out each and every aspect of his / her duties and responsibilities. The findings of this study also show that employee’s motivation is very effective in improving employee performance and in increasing organization’s productivity and reputation. The organization will increase its productivity as a result of superior performance as an outcome of early reporting at work, staying on the job, delightfulness to customers, inner satisfaction and loyalty. Therefore, it is important for managers to find out new strategies of motivating employees as no organization can perform successful and achieve outstanding performance if its employees are not motivated and satisfied to undertake their duties.

# 5.4 Recommendations

The management of SUMAJKT Construction Department needs to understand that quality services and super performance does not come as an accident but rather as something which is being strived for through proper motivational strategies. To achieve this, the management should do the following;

Involve both employees and managers in the decision making process to get positive results of their performance.

Find out new strategies to motivate managers and employees. Lack of motivation may lead into absenteeism, turnover, lack of innovation and creativity and all these can threaten organization’s performance and its ultimate survival.

SUMAJKT Construction Department should make sure that motivation need to be given timely in order to bring a positive result expected.

SUMAJKT Construction Department need to evaluate the strengths of various motivational packages from time to time in order to change some of the packages while improving others to ensure the same impact or improved impact is being felt throughout the year.

The management at SUMAJKT Construction Department should find a way of eliminating the discrepancy of unequal provision of incentives in the organization by reviewing the internal policies that are used to motivate its staff.

Non motivated employees with a lot of problems cannot use their maximum efforts in producing for their employer. Therefore, the management should ensure that their employees are motivated to the highest level.

Establishment of strong communications between the employees and the management and getting feedback is vital in maintaining motivation for the achievement of organizational and individual goals.

# 5.5 Areas for Further Studies

From the findings of the study, it is hereby recommended that the same research can be carried out in other public work organizations so as to make comprehensive generalization on the effectiveness of motivation on job performance. Another study could be carried out on factors hindering the effective implementation of motivation strategies in the public sector.

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# APPENDIX (A)

**RESEARCH QUESTIONNAIRE FOR *EMPLOYEES AND MANAGERS***

Dear respondent,

This study aims at collecting information that will be used to examine the effectiveness of motivation on job performance in Tanzania Construction Sector specifically SUMAJKT Construction Department. The general objective is to get information that will help to determine the effectiveness of motivation on job performance. Kindly, you are requested to respond to the best of your knowledge in a way that the intended goal can be achieved. The information you give will be treated as confidential and will be used solely for purposes stipulated.

Please tick (√) the appropriate answer and fill in the empty spaces where necessary.

**Part 1: Respondent Demographic Profile**

Please tick (√) the appropriate answer

**Age:**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Below 20 years** | **21-35 years** | **36-45 years** | **46-55 years** | **Above 55 years** |
|  |  |  |  |  |

**Sex:**

**Male/Female**

|  |  |
| --- | --- |
| **Male** | **Female** |
|  |  |

**Education level:**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **PhD** | **Masters degree** | **First degree/**  **Advanced diploma** | **Ordinary diploma** | **Certificate** | **Secondary education** | **Others (Specify)** |
|  |  |  |  |  |  |  |

**Department**

|  |  |  |  |
| --- | --- | --- | --- |
| **Human Resources** | **Administration** | **Accountancy/Finance** | **Information Technology** |
|  |  |  |  |

**Others (specify) ………………………………………………………**

**Part 11: Methods used to motivate employees at SUMA JKT Construction Department**

**Please tick (√) one appropriate answer**

**5 = Strongly agree; 4 = Agree; 3 = Neither; 2 = Disagree; 1 = Strongly disagree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **[Please tick (√) one appropriate answer]** | **1** | **2** | **3** | **4** | **5** |
| 1 | To involve employees in decision making |  |  |  |  |  |
| 2 | To compensate employees fairly |  |  |  |  |  |
| 3 | To provide good working environment to employees |  |  |  |  |  |
| 4 | There is job security |  |  |  |  |  |
| 5 | Employees have good relationship with co-workers and supervisors |  |  |  |  |  |
| 6 | Employees are rewarded fairly and equitably |  |  |  |  |  |
| 7 | Employees have attractive work environment |  |  |  |  |  |
| 8 | Employees are promoted fairly |  |  |  |  |  |
| 9 | Employees receive recognition for the good work they do |  |  |  |  |  |
| 10 | Employees are given opportunity for job advancement |  |  |  |  |  |
| 11 | Employees are offered with performance-based bonuses |  |  |  |  |  |

**Please tick (√) one appropriate answer**

**5 = Strongly agree; 4 = Agree; 3 = Neither; 2 = Disagree; 1 = Strongly disagree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **[Please tick (√) what do you consider to be appropriate answer** | **1** | **2** | **3** | **4** | **5** |
| 1 | Management shows a genuine interest in motivating employees |  |  |  |  |  |
| 2 | The organization emphasizes more on creativity and innovation |  |  |  |  |  |
| 3 | Management cares much about employees on both professional growth and personal goals |  |  |  |  |  |
| 4 | I am satisfied with rewards given by the organization |  |  |  |  |  |
| 5 | The organization promotes employees fairly |  |  |  |  |  |

**Part 111: EMPLOYEE MOTIVATION AND JOB PERFROMANCE**

**Please tick (√) one appropriate answer**

**5 = Strongly agree; 4 = Agree; 3 = Neither; 2 = Disagree; 1 = Strongly disagree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **S/N** | **[Please tick (√) one appropriate answer]** | **1** | **2** | **3** | **4** | **5** |
| 1 | Employees are more committed to achieve goals |  |  |  |  |  |
| 2 | Employees devote their working time to handle extra work |  |  |  |  |  |
| 3 | Employees comply with lawful instructions of supervisors and hence make the organization achieve its goals |  |  |  |  |  |
| 4 | Employees deliver accurate and high quality output timely that has increased our reputation |  |  |  |  |  |
| 5 | Employee training and development is encouraged and thereby increasing our ability to perform better |  |  |  |  |  |

**THANK YOU FOR YOUR COOPERATION**

**APPENDIX (B)**

**Interview Guide Questions for employees and managers**

**For managers**

1. What factors do you think will maximize employee performance in your department?
2. Do you think you are making a meaningful contribution at your work place?
3. Is your organization concerned with fairly and equitably reward to encourage for a job well done?
4. What motivation factors do you think will enhance employee performance?
5. Can you tell me why one employee want to do a good job while another employee with the same abilities couldn’t bother?
6. What strategies do you suggest to make motivation more meaningful in your organization?

**For employees**

1. Did your organization encourage you to change job within the company (getting additional training if needed) so that you can continue to be interested in your work and don’t grow bored with what you do?
2. How does your manager motivate you as an employee to contribute input to their jobs and to the organization?
3. Do you have good relationship with your co-workers and supervisors?
4. What do you think are the factors hindering effectiveness of motivation in influencing performance at your organization?
5. What strategies do you suggest to make motivation more meaningful in your organization?

**THANK YOU FOR YOUR COOPERATION**