

**THE CONTRIBUTION OF EMPLOYEES' MOTIVATION ON
ORGANIZATION PERFORMANCE: A CASE OF TANZANIA ELECTRIC
SUPPLY COMPANY (TANESCO) LIMITED**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: “**The Contribution of Employees’ Motivation on Organization Performance: A Case of Tanzania Electric Supply Company (TANESCO) Limited**” in a partial fulfillment of the requirements for the degree of Master of Human Resources Management of the Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **Evelius E. Rutachururwa**, declare that, this Dissertation is my original work and it has been presented and will not be presented to any other University for a similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This Dissertation is dedicated to my lovely parents, my father Mr. Edwin Rutachururwa and my mother Mrs. Selina Daniel. I thank you very much.

ACKNOWLEDGEMENTS

The accomplishment of this dissertation could not be successful without the help of many people who in one way or another played an important role in my life towards the achievement of this study. It is not easy to mention the names of all who helped me but I assure them they are all in my heart for their tireless assistance throughout the course of my study. First of all I would like to thank the almighty God for his protection and guidance throughout my life.

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ABSTRACT

The objective of this study was to identify the factors influencing employees' motivation and organization performance in TANESCO, Assess the role of employees' motivation on organization performance and analyze the ways to improve employees' motivation in TANESCO. The study employed descriptive research design and simple random sampling. A sample size 200 respondents was used in this study. The method of data collection is questionnaires, interviews, observations and documentary. However qualitative method of data analysis was used. Furthermore employed computer software knows as Microsoft words and MS Excel. The study found that motivated employees' play an important contribution in increasing high productivity and profitability, reduce labour turnover and absenteeism and increase morale of work in TANESCO. Also the study revealed that, good incentives schemes, good welfare schemes, good environment condition and job enlargement are the factors influencing employees' motivation in TANESCO. However the study found that, the role of employees' motivation in TANESCO is to improve output and loyalty, improve level of efficiency, employees' satisfaction and stability workforce. Furthermore the study found that ways to improve employees' motivation in TANESCO is equitable rewarding system and training, promotion and improve communication and transparency. Basing on these findings it is recommended that, TANESCO management should review staff salary accordingly; apply equitable promotion, training, bonus and makes availability of work equipments in order to motivate the all employees'. Highly motivated employees' was considered as a core element in running a successful business.

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LIST OF ABBREVIATIONS AND ACRONYMS

NCCR	-	National Convention for Construction and Reform
PCCB	-	Prevention and Combating of Corruption Bureau
TANESCO	-	Tanzania Electric Supply Company Limited
UNDP	-	United Nations Development Programme

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Background of the Problem

This study was investigated the contribution of employees' motivation on organization performance in Tanzania Electric Supply Company Limited (TANESCO) in Tanzania. Employees' are a company livelihood if an organization employee are highly motivated and proactive they will do whatever is necessary to achieve the goals of the organizational to address any potential challenges. Low employees' motivation decreased success of the organization performance (Shemiah, 2005).

According to Robert (2012) a motive is something a need or desire that causes a person to act. Motivate in turn means to provide with a motive and motivation comes from some need that leads to behaviors that resulted in some type of reward when the need is fulfilled. The performance that employers look for in individuals rests on ability, motivation and the support individuals receive.

However motivation is often the missing variable. Motivation is the desire within a person causing that person to act. People usually act for one reason to reach a goal. Thus motivation is a goal directed drive and it seldom occurs in a void. The words need, want, desire and drive are similar to motive from which the word motivation is important because performance reaction to compensation and other human resource concerns are related to motivation.

The concept of employees' motivation is not a new idea. You can even say it has been around since the era of cavemen. The concept may be as venerable as the existence of employees and employers. The employer would exercise employees' motivation through a series of rewards for a job well done. The main purpose of employee's motivation is to use it as a white rabbit to encourage worker productivity. One of the most common new eras of growth of employees' motivation is through the use of work teams. This idea of employees' motivation worked well since it allowed for creative input from a number of employees without restricting the thought of any single person or alienating any one employee in particular (Swanson, 2011).

Employees' motivation plays a critical role in achieving goals and business objectives and is equally as important for companies that work in a team based environment or in a workplace comprised of workers who work independently. Making sure each employee workplace goals and value are aligned with the organization's mission and vision is important for creating and maintaining a high level of motivation that can lead to higher productivity, improved work quality and financial gain across all departments. That because a motivated employees' is a productive employee and a productive employees' are more profitable employees. See how that works when people are not motivated they become less productive, less creative, less of an asset to your company. Now more than ever we need motivated employees (Jones, 2011).

Employees' motivation has always been a central problem for leaders and managers. Unmotivated employees' are likely to spend little or no time effort in their jobs. Avoid the workplace as much as possible. Exit the organization if given the opportunity and produce low quality work. On the other hand employees' who feel

motivated to work are likely to be persistent, creative, productive and turning out high quality work that they willingly undertake. Every employee has different ways to become motivated. Employers need to get to know their employees' very well and use different tactics to motivate each of them based on their personal wants and needs (Valencia, 2011).

Employees' motivation is a mystery for many managers. Organizations desiring to improve employees' motivation need a system in place that consistently rewards employees' achievements. Each person has his or her own likes, dislikes, passions, interests and desires. The five key employees' motivation factors include satisfaction, appreciation, recognition, inspiration and compensation (Maroney, 2004).

Motivating employees can be a manager's biggest challenge. Employees' motivation is a key to the overall effectiveness of an organization's performance. However, there are two types of motivated behavior in the organization which are intrinsically and extrinsically motivated behavior (Kat, 2009).

High organization performance is a long-term benefit of employees' motivation. Motivated employees are a valuable asset which delivers huge value to the organization in maintaining and strengthening its business and revenue growth. The more the employees are motivated to task accomplishment, higher will be the organization's performance and success (Suresh, 2013).

In Africa, employees' motivation has two meanings: expanding effort toward the accomplishment of an organizational goal and the managerial process of getting

workers to accomplish organizational goal. Employee is one of the most important contributors to performance and productivity. The most basic way to employees' is to give them a chance to satisfy needs. People tend to strive for satisfaction of need at one level only after satisfaction has been achieved at the previous level. The way a person behaves in a work situation is largely a function of motivation, that is, his desire to fulfill certain needs. Employee's motivation is one of the most important factor for increasing performance and productivity. Performance result from interaction of physical, financial and human resources (Gutsy, 2012).

According to Nuge (2010) Labour is the important factor of production which is supplied by the employees. It is pertinent to acknowledge the fact that people are unique because they have different needs, different ambitions, different attitudes, desires, different level of knowledge and skills as well as different potentials. If an individual need is satisfied he will motivated to produce more. All motivational programmers try to create conditions that encourage workers to satisfy their needs on one hand and to accomplish the organization objectives.

In Tanzania employee's motivation is the key to success. To do this the Manager should be able to motivate employees'. Employee's Motivation practice and theory is difficult subject, touching on several disciplines. To understanding employees' motivation one must understand human nature itself and there lies the problem. Strategies for employees' motivation is treating people fairly, satisfying employees needs, setting work related goals, restricting jobs and base rewards on job performance. When employees' feel successful they naturally motivated to

accomplish more. Proper employees' motivation can save a company time, money and resources (MLA, 2010).

Organization performance is an analysis of a company performance as compared to goals and objectives within corporate organizations. There are three primary outcomes analyzed. Financial performance, market performance and shareholders value performance in some cases production capacity performance may be analyzed (Geary, 2010).

Tanzania Electric Supply Company Limited is a parastatal organization that operates under the Ministry of Energy and Minerals umbrella. Over the years TANESCO employees' faced the problem of employees' motivation. This problem of employees' motivation in TANESCO is vindicated by the following facts.

The Tanzania Electric Supply Company Limited has threatened to deduct 25 per cent of an employee's salary for failure to deliver proper services to the public and thus increase the company revenue. Managing director said such problems were indication of lack of serious commitment by the staff. TANESCO was still facing a number of challenges to be able to deliver satisfactory services to the public including corruption and theft (Mirondo, 2010).

Another indicators of the problem of employees' motivation in TANESCO was the corruption scandal by TANESCO employees other supported staff of both PCCB and UNDP (Thadeo, 2011). Also some 29 employees of TANESCO have been penalized

over the past one year for conspiring with customers to cheat the power utility (Ayoub, 2012).

On the side of Southern Kigoma NCCR Mageuzi said for a longtime the Mineral sector has been raped by the unfaithful leaders and congratulate the minister of mineral sector for cleaning TANESCO management (Innocent, 2012). The above facts indicated the problems of employees' motivation in TANESCO. Motivated employees' are committed, loyal, and productive and take pride in their work. Highly motivated employees' are a contributing factor in providing excellent organization performance. However low employee's motivation affecting productivity and organization performance in general. Interesting work and good pay are keys factors to higher employees' motivation.

The challenge at work is to create an environment in which people are motivated about work priorities. Too often organizations fail to pay attention to the employee relations, communication, recognition and involvement issues that are most important to people. The first step in creating a motivating work environment is to stop taking actions that are guaranteed to demotivate people. Identify and take the actions that will motivate people (Frank, 2013).

As related to Herzberg theory of motivation in order to fully motivate employees' both hygiene factor and motivating factor need to be addressed. Motivating factors include a sense of achievement, job interest and recognition while hygiene factors include working conditions, supervision and money (Kermally, 2005).

The few studies have been conducted and published on the contribution of employee's motivation on organization performance in TANESCO. This study intends to shade more light on how employees' motivation contributes on organization performance in TANESCO.

1.2 Statement of the Research Problem

Organization performance depends on the contribution of employees' motivation. Low employees' motivation affects employees' performance and organization performance. Motivated employees' are loyal, committed and productive and provide good services to the organization. The Employer would exercise employees' motivation through a series of rewards for a job well done and effective organization performance (Swanson, 2011).

Despite of TANESCO having incentive and training policy their employees' was not motivated. This was characterized by the lack of serious commitment, lack of loyalty and lack of faithful leaders. This indicates employees' motivation problem in TANESCO and affects organization performance of TANESCO.

As stipulated in Herzberg motivation theory in order to fully motivate employees' both motivating factors and hygiene factors need to be addressed. Motivating factors include a sense of achievement, job interest and recognition while hygiene factors include working conditions, supervision and money (Kermally, 2005). The purpose of this study was to investigate the contribution of employees' motivation on organization performance in TANESCO.

1.3 Research Objectives

1.3.1 General Objectives

The overall objective of this study was to investigate the contribution of employees' motivation on organization performance in TANESCO.

1.3.2 Specific Objectives

- (a) To identify the factors influencing employee's motivation and organization performance in TANESCO.
- (b) To assess the role of employees' motivation on organization performance in TANESCO.
- (c) To analyze the ways to improve employees' motivation in TANESCO.

1.4 Research Questions

1.4.1 Specific Questions

- (i) What are the factors influencing employees' motivation and organization performance in TANESCO?
- (ii) What are the benefits of employees' motivation on organization performance in TANESCO?
- (iii) What are the ways to improve employees' motivation in TANESCO?

1.5 Significance of the Study

The findings of this study is challenged the existing knowledge and practice of employees' motivation on organization performance in TANESCO. Also the study is significant to the scholars and researchers in other higher learning Institutions inside

and outside Tanzania who may have basis for further research in this area. Furthermore the study is usefully to The Open University of Tanzania students to generating knowledge about the contribution of employees' motivation, factors influencing employees' motivation, role of employees' motivation and the ways to improve employees' motivation on organization performance.

1.6 Scope of the Study

This study was covered only one organization. The research focused on the contribution of employees' motivation on organization performance in TANESCO. TANESCO structure has head office and a total of five zones all over the country namely, North East Zone, South West Highland Zone, Central Zone, Lake Zone, Dar es Salaam Zone and Coast Zone. The study was covered Dar es Salaam Zone. The researcher has decided to take this zone as a representative sample because it is the one with a big number of employees' and covers most of the company activities such as generation, transmission and distribution. So it makes a good representative sample for the study.

1.7 Organization of the Study

The study is divided into five chapters. Chapter one consists of the background of the problem, statement of the research problem, research objectives, research questions, significance of the study, scope of the study and organization of the study. Chapter two covers conceptual definitions, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical framework. Chapter three was focused the research methodology which includes research design, area of the

study, population of the study, sampling procedures and sample size, data collection tools, reliability and validity of data and data analysis. Chapter four was containing research findings and data analysis. Chapter five comprised of summary, conclusions and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

Literature review is to survey related literature that is to study or go through any reading or studies that are related to the study at hand. Literature review is a description of the literature relevant to a particular field or topic. A critical literature review is a critical assessment of the relevant literature. Also a literature review gives an overview of the field of inquiry what has already been said on the topic (Lane, 2011).

2.2 Conceptual Definitions

Employee is a person who hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business (Paul, 2013). Employee is an individual who works part time or full time under a contract of employment whether oral or written and has recognized rights and duties (Geary, 2010).

Motivation is internal and external factors that stimulate desire and energy in people to be continually interested in and committed to a job role or subject and to exert persistent effort in attaining a goal (Robert, 2012). Motivation is the process of boosting the morale of employees to encourage them to willingly give their best in accomplishing assigned tasks. Motivation is the key to achieving extraordinary results (Valencia, 2011).

Motivation is an aspect of managerial function of directing under execution. It is necessary as a means to induce people to work as they trained to do willingly (Frank, 2013). Employee motivation is concerned with the factors that cause workers to engage in behavior that cumulatively promote the profitability and productive good of the organizations in which they work (Puplampu, 2013). Employees' motivation is a key to the overall effectiveness of an organization (Gregory, 2008).

Employees' motivation is a reflection of the level of energy, commitment and creativity that a company worker brings to their jobs. The more employees are motivated the more they are stimulated and interested in accepting goal. Organization performance is the ability of an organization to fulfill its mission through sound management, strong governance and a persistent rededication to achieving results (Mahapatro, 2011).

The organization is a part of an economic system. It responds to the market place, competition and fluctuating resources. The survival of the organization depends upon its ability to adapt to the demands of this external system (Ruge, 2010). Organization performance involves the recurring activities to establish organizational goals, monitor progress towards the goals and make adjustments to achieve those goals more effectively and efficiently (Namara, 2010).

Organization performance has been defined as the ability of an organization to fulfill its mission through sound management, strong governance and persistent rededication to achieving results. Effective non-profits are mission driven, adaptable, customer focused entrepreneurial, outcomes oriented and sustainable (Bhusan, 2011).

Tanzania Electric Supply Company Limited is a Tanzanian parastatal organization established in 1964. Its business includes generating, transmitting, distributing and selling electricity to Tanzania Mainland and Zanzibar (TANESCO, 2013).

2.3 Theoretical Literature Review

This section was review employee motivation theories. The theoretical framework aims at reviewing various types of employee motivation theories so as to end up with the best theory which was carry the study. The theories to be review in this chapter are Maslow hierarchy of need, Herzberg theory, Mc Gregory theory, Vroom theory, Goal theory and Equity theory.

2.3.1 Maslow Hierarchy of Need Theory

Maslow hierarchy of needs is developed by Abraham Maslow in the 1940. These needs have been categorized in an order of importance with the most basic needs at the foundation of hierarchy. The basic concepts of Maslow hierarchy of need theory are physiological needs these needs refer to the desire to fulfill physical satisfactions such as Water, Sleep, Food, Air and Sex. These needs are considered the most important needs because without them human beings cannot survive. Safety needs states that human beings strive to meet these needs are satisfied. It is about individual safety being away from evils and threats love or belongings needs once the physiological and safety needs are satisfied human being tend to focus on the needs for love and affection. Esteem needs. A person who wishes to be a highly valued individual in the society always desires for high self-esteem. These self-esteem needs derive from self respect which turn comes from being accepted and respected by the

society self actualization needs this means realizing our full potential and becoming all that we can be. The theory has some problems there is lack of hierarchical structure of needs as suggested by Maslow. Some people may be deprived of their lower needs but may try for self-actualization needs. There is the problem in applying the theory into practice. The reasonable level of satisfaction of someone need is question of subjective matter. Therefore the level of satisfaction for particular need may differ from one person to another (James, 2012).

2.3.2 Herzberg Theory

Magloff (2012) explain that Herzberg theory study that there are many factors such as work hours and condition motivate workers other than money. He also found that some factors such as responsibility, achievement, a challenging work environment and personal growth can make people happier at work. Even if these factors do not motivate them. Herzberg felt that productivity can be increased through workers satisfaction. The criticism of this theory is that workers satisfaction does not necessary lead to higher productivity. His theories are used by many modern companies who want to increase worker satisfaction and retention rates. Finally the theory does not clearly identify the relationship between satisfaction and motivation. The theory is good and can be used to guide our study.

2.3.3 Mc Gregory Theory

Mc Gregory examined theories on behavior of individuals at work and he has formulated two models which he calls theory X and theory Y. Theory X assumptions are that the average human prefers to be directed, dislikes responsibility is

unambiguous and desires security above everything. Theory Y assumptions according to Mc Gregory control and punishment are not the only ways to make people work, Man will direct himself if he is committed to the aims of the organization. If a job is satisfying then the result will be commitment to the organization. The criticism of this theory is that Mc Gregory sees these two theories are two quite separate attitudes. Theory Y is difficult to put into practice on the shop floor in large mass production operations but it can be used initially in the managing of managers and professionals also is conducive to participative problems solving (Likert, 2012).

2.3.4 Vroom Theory

Jennaluv08 (2011) explain that V room theory focuses on motivation. Motivation is the key and will be achieved if an employee feels that their hard work and efforts will lead to a job well done which will then lead to an outcome rewarding the employee. The theory is that the level of effort and motivation is based on three key factors, expectancy, instrumentality and valence. Expectancy suggested that the effort of work will result in a performance goal. The next factor is called instrumentality the employees should also believe that the better performance achieved will lead to a reward for the associated outcome. Finally the last key is called valence which is the value of this reward to the employee. There is a criticism that the theory is hard to apply in practical way.

2.3.5 Goal Theory

Goal theory was developed by Latham and Locke (1979) which state that motivation and performance are higher when individuals are set specific goals when goals are

difficulty but accepted and when there is a feedback on performance. Erez and Zidon (1984) emphasized the need for acceptance and commitment of goals.

They found that as long as they agreed, demanding goals lead to better performance than easy ones. Specific goals produce a higher level of output than does the generalized goal of your best. This is because specific goals themselves seem to act as an internal stimulus. We think the theory is good and can be used to guide our study since it addresses the issue of specific and difficult goals which motivates employees.

2.3.6 Equity Theory

Equity theory focuses on an employee work compensation relationship or exchange relationship as well as that employees attempt to minimize any sense of unfairness that might result because equity theory deals with social relationships and fairness or unfairness. Motivation can be affected through an individual perception of fair treatment in social exchanges. When compared to other people individuals want to be compensated fairly for their contributions (the outcomes they experience match their inputs).

A person's beliefs in regards to what is fair and what is not fair can affect their input, a person's beliefs in regards to what is fair and what is not fair can affect their motivation attitudes and behaviors. The individual chooses who to compare themselves to experience, time, effort, skills and education are just a few things contributed to work or work relationships are considered an input. Money, benefits, time off, flexibility, autonomy, responsibility and acceptance are name a few things perceived

reward for performance can be an outcome. The weakness of the theory lacks details into certain factors for example offers a variety of strategies for restoring equity but does not predict in details which option an individual will select (Brian, 2013).

2.4 Empirical Literature Review

Refers to practical studies already been done by other scholars on this nature of employee motivation on organization performance.

2.4.1 General Empirical Literature Review

A study on the impact of employees' motivation on banking effectiveness. This paper provides an impact of performance and employee motivation towards banking effectiveness and the relationship between employees motivation and banking effectiveness. The study focuses on the practice of two central factors, empowerment and employee recognition for enhancing employee motivation which lead to banking effectiveness. The banks should design their rules, policies and banking structures which give employee to work well and appreciate them on their task fulfillment and achievement (Mohammed, 2012).

Gregory (2008) conducted a study on how does an employee motivation impact organization performance. The study found that a motivated workforce has more productive employees and this translates into bottom line cost savings. Happy motivated employees are indeed better workers and will help to generate a positive work environment that both customers and employees will better appreciate. The motivated worker is more committed to the job and to the customer. The end result is effective organization performance and organization revenue increased.

Another study on an analysis of the employee motivation factors, focus on age and gender specific factors. This study results provide more similarities than differences. The employees from both genders and all age subgroups are mostly motivated by challenging job positions, advancement opportunities, good compensation packages for example money and well managed or good work environment. At the same time, benefits, job security and location of the workplace are less of a motivator for all demographic subgroups. Still this research study suggests that some statistically significant differences do exist. The two genders give significantly different importance to benefits as a motivator while the age of subgroups give significantly different importance to security, work environment and challenge. Based on the findings, recommendations were given to managers in terms of improvement of motivation policies and practices (Karaskakovavska, 2012).

Waheed (2013) conducted a study, which explains the effect of commitment and motivation on individual and how that contributes towards organization performance. Found that if employees perceive that their efforts are recognized by the organization they feel motivated and level of commitment will rise. This study intends to explore how motivation contributes the level of employee commitment.

In a study of the impact of employees' motivation on organization effectiveness in European. It was identify the factors that affected employee motivation and examining the relationship between organizational effectiveness and employee motivation. Findings of the literature and various studies concluded that, Empowerment and recognition have positive effect on employee motivation. More

the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The more the employees are motive to tasks accomplishment higher will the organizational performance and success (Ruge, 2012).

This study was conducted in Tanzania which is different to European. Bhatt (2011) study the importance of employee motivation. The study found that well motivated employees are more productive, creative and more loyal staff. Also the success of every business depends on employee motivation.

Another study sought to describe the ranked importance of the ten motivating factors, job security, and sympathetic help with personal problems, and personal loyalty to employees interesting work, good working condition, tactful discipline, good wages, promotions and growth in the organization. Feeling of being in on things and full appreciation of work done (Linder, 2010). This study shows the employee motivating factors was help to guide this study.

Farhanabanana (2013) conducted a study on the impact of employee motivation on work performance. Found that motivational factors play an important role in increasing employee job satisfaction. This will result in improving organizational performance. Motivated employee is a valuable asset who creates value for an organization in strengthening the business and revenue growth. Motivation is going to work if the right person with suitable skills is made responsible for the job.

In a study on the similarities and differences in employee motivation management between Korean and Japanese executives of Japanese affiliated companies in Korea. Based on questionnaire surveys the respondents views of employee motivation factors were analyzed by contrast with motivational factors and hygiene factors (maintenance factors) developed by Herzberg. The survey results reveal that both Korean and Japanese executives realize the importance of employee motivation management and that Japanese executives have a strong awareness of it than Korean executives. Both recognize it for the sake of high corporate performance, employee job satisfaction and customer satisfaction seeing motivation factors. The majority of Korean and Japanese executives regard wages and bonus increases as a strong motivational factor. Employment stability is recognized as a motivational factor by Korean executives and clarifying company policy and job objectives is the most important motivational factor to Japanese executives (Usugami, 2006).

Raghava (2009) conducted a study on the motivating hospitality industry employees. The findings of this study show that job security and opportunity are not relevant because of the seasonality of employment. The study confirmed good wages as an important motivating factor followed by interesting work and appreciation. Differences were observed in the subgroups of the age and occupation. Respondents also considered trust, responsibility, feedback appraisal, flexibility of working hours to be motivating factors.

Another study was conducted by Manzoor (2012) on the impact of employee motivation on organization effectiveness. The study found that two central factors

empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The organization should design their rules, policies and organizations structures that give space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely lead to organizational growth.

2.4.2 Studies in African Countries

Matsie (2008) conducted a study on the impact of motivation on employee performance at level one district hospitals. Found that for any company to survive and stay competitive it is very important their employees are motivated because motivated employees in a motivating environment will easily be driven to believe that if they put more effort in performance. When employee feel their personal needs are met at their workplace. They find fulfillment through performance of their duties they become productive and the company can achieve it is production needs and reach it is desired level of service delivery.

Broni (2012) the study was carried out to asses factors influencing motivation of workers in the Catholic University College of Ghana. Structured and semi structured questionnaire administered to 80 respondents selected from a staff population of 116. The study discovered that love for the job, career development prospects, good salary and healthy relations were largely responsible for the motivation of workers. This study was important to understand the factors influencing employee motivation.

In a study on the health worker motivation in Africa. The study design entailed semi structured qualitative interviews with doctors and nurses from public, private and

NGOs facilities in rural areas. The interview material was coded and quantitative data was analyzed with SPSS software. The findings confirm the starting hypothesis that non financial incentives and human resources management tools play an important role with respect to increasing motivation of health professionals. Adequate human resources tools can uphold and strengthen the professional ethos of doctors and nurses. This entails acknowledging their professional goals such as recognition, career development and further qualification. It must be the aim of human resources management to develop the work environment so that health workers are enabled to meet their personal and the organizational goals (Mathauer, 2006).

Another study on the influence of motivation on journalist productivity. This study different theories of motivation were reviewed and the key concepts of the research were discussed. A survey was carried out on journalist at the nation newspaper and the vanguard newspaper to research on motivating factors that influenced their productivity. The primary interest of the researcher was the staff members who work in editorial department in both media organizations. The findings from the study revealed that while some journalist was motivated by money others are motivated by a need for personal achievement and appreciation for a job well done (Ehidiamen, 2013).

Aleeshah (2012) conducted a study on the relative importance of different types of rewards for employee motivation and commitment in South Africa. The study sought to establish the relationship between intrinsic and different extrinsic rewards with intrinsic motivation and commitment. The findings shows that more motivated and

committed workforce using a correct types of rewards thus provide a competitive advantage. The insights gained from this study can promote organization effectiveness. With comparison with our study this one was done in South Africa and not in Tanzania and was concerned with different types of rewards on how they contributing to employee motivation.

In a study of the contribution of employee motivation to organizational effectiveness of private enterprises in Uganda. The study involved 48 respondents of whom 19 were from the operation and production department, 18 from sales and marketing department, 6 were from human resources and accounts each department contributing 3 respondents and 5 were from the general administration. Data was collected mainly through the use of self administered questionnaires and interviews. The study Found that employee are vital in the running of an organization efficiently and effectively. Also concluded that there is a relationship between motivation and organization effectiveness, the efficiency and effectiveness of multiple industries limited was low because the motivation of employees was low (Seguya, 2009). This study intends to explore the contribution of employee on organization performance.

2.4.3 Empirical Literature Review in Tanzania

In a study on the motivation of health care workers in Tanzania this was a cross sectional study involving a sample of 448 hospitals workers. Stratified sampling was used to randomly pick 20% of doctors, nursing staff, auxiliary clinical workers and other administrative and supporting staff. About 44% of the workers were female. Almost half of both doctors and nurses were not satisfied with their jobs. The

contributing factors reported were low salary levels, the frequent unavailability of necessary equipment, lack of participation in decision-making process and poor communication between workers and management. Many workers at all levels in the hospital were not satisfied with the tasks they performed due to a variety of factors.

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 hospital. The introduction of a rewards system commensurate with performance, improved communication at all levels and introduction of measures to demonstrate concern for the workers (Leshabari, 2008).

A study on the employee motivation is the key to success in Tanzania. Found that most employees interviewed from the job are motivated most by job security, advancement, type of work and factors such as pay, benefits and working condition (Baraka, 2013).

Pallangyo (2010) conducted a study on the effect of motivation on labor turnover. The study aims to investigate the motivational factors of labor turnover with a focus on the president office. The findings showed that a good working condition was the most important factor contributing labor turnover.

A study conducted by Lubuva (2008) in Tanzania on the effect of motivation on the performance of public and private organization. Revealed that poor motivation, low pay, non-conducive working environment, accountability and accumulated arrears are among the major problems that hinder the public organization system work

efficiently. The study recommends that public organization should create conducive working environments, improve remunerations, provide motivation and pay their employees without delay. By doing that public organizations will retain the professional employees, improve the services and attract more customers hence boosting the revenues. This makes the public organizations to become more competitive and cope with the resulting changes.

There is a study conducted by Masesa (2004) had done research study concerning motivation, job satisfaction and commitment among the university of Dar es Salaam academic staff. He found out that job freedom, self-actualization and prospects for achievements are the primary contributing to motivation of academic staff. This research specifically studied the academic staff in the University of Dar es Salaam.

2.5 Research GaP

From the above discussion, it can be seen that much has been done on employees' motivation. However most study focus on the factors that affects employees' motivation on organization performance and the impact of employees' motivation on organization performance. While my research is focused on the contribution of employees' motivation on organization performance in TANESCO.

2.6 Conceptual Framework

The conceptual framework shows the relationships that exist between the contributions of employees' motivation on organization performance. Organization performance is a dependent variable it is depends on employees' motivation in order to be effective. Factors influencing high employees' motivation as follows, good

working condition, reward, employees' participation in decision making concerning the organization, high wages, job security, job freedom, self actualization and promotion. The major outcome which are associated with effective employee's motivation characterized by high productivity, efficiency, creativity and commitment. For these reasons conceptual framework is good to guide our study.

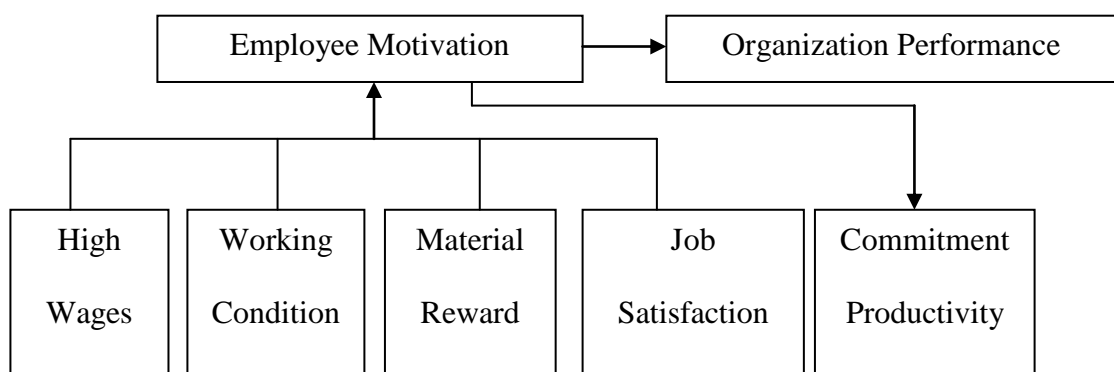


Figure 2.1: Conceptual Framework

Source: Field Data

2.7 Theoretical Framework

Employees' motivation is a key to organization performance. A motivated employee' is a productive employees' and a productive employees' are more profitable employees'. The contribution of employees' motivation is high productivity, profitability, commitment and reduce labour turnover. The factors influencing employees' motivation is material rewards, high wages, job satisfaction, security and good working condition. The effectiveness of organization performance depends on employees' motivation.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This part describes the research methods and procedures in the whole process of data collection. It also shows the techniques used and its reasons. It included research design, area of study, study population, sampling procedures and sample size, data collection, data analysis and limitation of the study.

3.2 Research Design

According to Kothari (1993) defines a research design is the arrangement of conditions for collection and analysis of data in a manner that aims at combining relevance to the research purpose which economy in procedure. It is the conceptual structure within which research is conducted. Research design constitutes the blue print for the collection, measurement and analysis of data.

The study employed descriptive research design. This research aimed to investigate the contribution of employees' motivation on organization performance in TANESCO. Descriptive research design describes, observe and document a naturally occurring phenomenon. In other words descriptive research design deals with questions that look to explain what things are like and describe relationships but not to predict relationships between variables or the direction of the relationship. In this descriptive study, qualitative data collection techniques were used including, questionnaires, interviews, observation and documentary. The reason for adopting descriptive research design is to discover the relationships among different

variables, saved time and money. The study used tables showed the contribution of employees' motivation on organization performance in TANESCO. The purpose of descriptive research is to portray an accurate profile of a person events or situations. It aims at providing an accurate snapshot of some aspects of a particular individual or of a group (Saunders, 2000).

3.3 Area of the Study

The research was conducted in Tanzania Electric Supply Company Limited (TANESCO) at Head Office in Ubungu, Dar es Salaam. The reasons for selecting as a study area was poor customers services, unfaithful leaders, low productivity and workers are not committed to their duties. In general the problem of employees' motivation is familiar with TANESCO. This means that it was very easy to collect appropriate information, valid and suitable for the study.

3.4 Population of the Study

Currently TANESCO Staff in all regional offices is 4896 people (TANESCO, 2013). The target population of this study was employees' of TANESCO head office which as a workforce of 754 people. Those respondents was used to collect information concerned the contribution of employees' motivation on organization performance in TANESCO.

3.5 Sampling Procedures and Sample Size

Sampling is the process of selecting units from a population of interest so that by studying the sample we fairly generalize our results back to the population from which they were chosen (William, 2006).

According to Kothari (2004) Sampling is defined as the selection of some parts of aggregate of the totality based on which a judgment or inference about the aggregate or totality is made. It is a process of selecting a group of people, events, behaviors or other elements. An important issue influencing choice of a sampling technique is whether a sampling frame is available.

Sampling is one of the best systematic technologies of choosing a group of respondents large enough to represent the population from which it has been selected. Therefore it becomes imperative to pick a sample of reasonable size of the purpose of representation.

This study used simple random sampling. The working staff from TANESCO head office was selected randomly by simple random sampling method. They were given the questionnaires for their kindly response. The reasons for simple random sampling it eliminate bias by giving all individuals an equal chance to be chosen.

3.5.1 Sample Size

According to Kothari (2004) defines sample as a small group of respondents drawn from a population about which a Researcher is interested in getting the information so as to arrive at a conclusion. Kothari (2004) defines sample as a collection of some parts of the population to be a true representative of the population. Sample size refers to a number of items to be selected from the population. A sample size of 200 respondents were selected is due to available resources time of the study and funds to conducted the study.

However 200 respondents were the best representative sample of the study. 50 of the respondents from department of human resources management, 50 respondents from department of finance, 50 respondents from department of records and statistics and 50 respondents from department of performance. The employees' from the above departments they have knowledge on the contribution of employees' motivation on organization performance in TANESCO.

3.6 Data Collection Tools

According to Creswell (2005) no single techniques or instrument may be considered to be adequate in itself in collecting valid and reliable data. Therefore to obtain adequate and reliable information for the topic under study triangulation approach was adopted. Through triangulation the researcher combined different data collection techniques. These were observation, questionnaires, interviews and documentary review.

In this study used questionnaire, observation, documentary and interview as a method of data collection. Employees' in the sample was asked to fill questionnaire and interview guide in order to understand the contribution of employees' motivation on organization performance in TANESCO. The analysis of findings was qualitative in nature.

3.6.1 Interview

The interview in TANESCO, take place face to face to maximize the communication between interviewer and participant. The interview is flexible and some few

questions need the flexibility and justifications. Structured and unstructured interview was used to employees' the reasons for structured interview was more formal process and questions are typically created in advance and scoring system are used to evaluate candidates.

However the unstructured interview was less formal conversations with candidates and the question and answer part of the interview is generally more spontaneous. Also in order to collected in depth information was good to simplify questions and easy to analyze.

3.6.2 Observation

Is the method where the information is sought by the way of investigator own direction observation without asking from respondents. In this method was observed the contribution of employees' motivation on organization performance in TANESCO.

3.6.3 Documentary

Documentary is the secondary method of data collection. The researcher used secondary and primary sources to collect and generates data. The primary sources was covered all TANESCO reports of human resources management especially incentives schemes and working condition. Secondary sources of data included public reports, books and media. Also tertiary sources used search engines such as internet process provided a valuable source of data concerned the contribution of employees' motivation on organization performance in TANESCO.

3.6.4 Questionnaire

A questionnaire is a written or printed form used in gathering information on some subjects consisting of a list of questions to be submitted to one or more persons. This is the primary method of data collection. The researcher was used open ended and closed ended questions. The questionnaire was printed on paper and handed to the respondents and collected by hand. The reason for used questionnaire is very cheap, reliable method of data collection and researcher gets a lot of information from respondents at the same time.

3.7 Reliability and Validity of the Data

3.7.1 Reliability of Data

John (2006) defines reliability as the extent to which results are consistent over time and an accurate representation of the total population under study and if the results of a study can be reproduced under a similar methodology then the research instrument would be considered to be reliable.

In order to ascertain reliability of the study, a pilot study was conducted. Questionnaires distributed to the respondents. This is done so as to identify questions that might be unclear or ambiguous to the respondents. It also aims to identify any non verbal behaviors of the participants that may possibly show discomfort or lack of comprehension on the questions asked in the interviews and questionnaires.

3.7.2 Validity of Data

Validity is the most fundamental consideration in instrument development and refers to the degree that the instrument measures what it claims to measures. There are three

basic ways in which to assess the validity of an instrument; criterion, content and construct validity. The study used content validity to examine the questionnaires content.

3.8 Data Analysis

Data analysis is defined as a way of analyzing information gathered on focusing on various questions posed in the study (Kothari, 2004). In order to make the report simple and understandable the data analysis was based on the respondent's answers. Data was processed by editing and coding. The primary data for example. Interview, questionnaires and observation summaries was combined and used as a source of information in this research. The use of computer software known as Microsoft words and Microsoft Excel was employed in analysis of data. The analysis was guided by the study objectives and it involved the use of qualitative methods of data analysis due to the nature of the data that was collected.

CHAPTER FOUR

4.0 RESEARCH FINDINGS AND DATA ANALYSIS

4.1 Introduction

This chapter focused on the fundamental findings of the research and relate them to the motivation theories especially the Herzberg theory which guides this research. Also relate with findings of other researchers and papers.

4.2 Data Analysis

4.2.1 Questionnaire and Interview Guide

In this study the sample consisted of employees' of TANESCO Head Office from Department of Human Resources Management, Department of Finance, Department of Records and statistics and Department of performance. The study was included questionnaire and interview guide. 200 respondents about 27% employees' of TANESCO Head Office are included. 150 questionnaires and interview guide were returned out of which 40 from the Department of Human Resources Management, 40 from Department of Finance, 30 from Department of records and statistics and 40 from Department of performance.

Table 4.1: Questionnaire and Interview Guide

Department	Respondents	Frequency	Percentage
Department of Human Resources Management	40	40	26.6%
Department of Finance	40	40	26.6 %
Department of Records and Statistics	30	30	20%
Department of Performance	40	40	26.6 %
Total	150	150	100%

Source: Study findings

This return was 75% of the distributed questionnaire and interview guide. This indicated good cooperation of the respondents. Also 25% non-return was due to absenteeism, social and economical factors. Table 4.1 shows the employees' of TANESCO head office from different departments.

4.2.2 General Information of the Respondents

The study general information of the respondents included age, sex, education level and working experience was the factors influenced and determined the contribution of employees' motivation on organization performance in TANESCO (Table 4.2).

Table 4.2: Distribution of the Respondents by Sex

Category	Respondents	Frequency	Percentage
Sex			
Female	60	60	40%
Male	90	90	60%
Total	150	150	100%

Source: Study findings

Table 4.2 Show the distribution of respondents by sex. Sex was the factors contributed on employees' motivation in TANESCO. In TANESCO 60% of employees' are male and 40% of employees are female. This indicates male are many than female. Also the work performance of male and female was different male are more productive than female. However it was very easily to motivate female than male. Due to those facts it will help the managers to identify the needs and behavior of their employees in order to motivate them.

Table 4.3: Distribution of respondents by Age

Category	Respondents	Frequency	Percentage
Age			
18 – 28	10	10	6.6 %
29 – 39	60	60	40%
40 – 50	50	50	33.3%
51+	30	30	20%
Total	150	150	100%

Source: Study findings

Table 4.3 shows the age of employees of TANESCO was helped to identify the needs and behavior of employees'. The employees' from all age are mostly motivated by challenging job positions, advancement opportunities, good compensation packages and good work environment.

Table 4.4: Respondents by Educational level

Category	Respondents	Frequency	Percentage
Educational Level			
Secondary / Diploma	30	30	20%
First Degree	90	90	60%
Masters	30	30	20%
Total	150	150	100%

Source: Study findings

Table 4.4 shows the distribution of TANESCO employees' based on educational level. Where 60% majority of employee's was graduated first degree. This indicates

that TANESCO employees' was educated, talented and skilled people. Skilled employees' are more productive and contributing on organization performance in TANESCO. If skilled employees' are highly motivated by the management of TANESCO it will resulted to effective organization performance.

Table 4.5: Respondents by Working Experience

Category	Respondents	Frequency	Percentage
Work Experience			
0 – 10	70	70	46.6%
11 – 21	50	50	33.3%
22+	30	30	20%
Total	150	150	100%

Source: Study findings

In TANESCO 47% of employees' had worked experience from 0 – 10 years. This implies that their employee was knowledgeable, skilled and creative. The experienced employees' are more productive and reduce the cost of production in TANESCO.

4.2.3 The Contribution of Employees' Motivation in TANESCO

Question: Does employees' motivation contributes on organization performance in TANESCO? All 150 (100%) of the respondents showed that employees' motivation contributes on organization performance in TANESCO. They suggested that motivated employees' are more productive, loyal and creative (Table 4.6).

Table 4.6: The Contribution of Employee's Motivation in TANESCO

Answer	Respondent	Frequency	Percentage
Yes	150	150	100%
No	0	0	0
Do not know	0	0	0
Total	150	150	100%

Source: Study findings

Table 4.6 indicates that organization performance depended on employees' motivation. Due to fact that, the all respondents agree that employees' motivation contributes on organization performance in TANESCO. Motivated employees' are one of the key factors that provide competitive advantages for the business.

4.2.4 The Employees' Motivation in TANESCO

Question: Does TANESCO employees' feel safe, loyal, valued and taken care of?

The findings indicated that 90 (60%) of respondents out of 150 are feel safe, loyal, valued and taken care of. Whereas 50 (33.3%) of respondents out of 150 commented that they not feel safe, loyal and taken care of and 10 (6.6%) respondents commented that they don't know. Also the respondents suggested the TANESCO management to improve bonus by paying bonus to each staff (Table 4.7).

Table 4.7: Employees' Motivation in TANESCO

Answer	Respondent	Frequency	Percentage
Yes	90	90	60%
No	50	50	33.3%
Do not know	10	10	6.6%
Total	150	150	100%

Source: Study findings

Table 4.7 shows that 60% of the employees' of TANESCO they feel safe, loyal, valued and taken care of. This indicates employees' motivation in TANESCO is not very much effectively. The management of TANESCO should encourage equitable rewarding system and bonus in order to motivate the all employees'.

4.2.5 THE Contribution of Employees' Motivation on Organization Performance in TANESCO

Question: What are the contributions of employees' motivation on organization performance in TANESCO? The study obtained data through interview guide. The findings indicated that motivated employees' are contributing on organization performance in TANESCO.

The contribution of employees' motivation on organization performance in TANESCO as follows. High productivity and profitability (70 respondents - 46.6%), Reduce labour turnover and absenteeism (30 respondents - 20 %) and Increase morale of work (30 respondents - 20%). The respondents suggested that highly employees' motivation contributed the effectiveness or improvement of organization performance. TANESCO should put more emphasis on motivational factors such as loans, bonuses and to review salary to each staff accordingly in order to motivate the employees' and to encourage effective organization performance (Table 4.8).

Table 4.8: The Contribution of Employees' Motivation on Organization Performance in TANESCO

S/N	Item	Frequency	Percentage
1.	High productivity and profitability	70	46.6%
2.	Reduce labour turnover and absenteeism	30	20 %
3.	Increase morale of work	50	33.3 %

Source: Study findings

Table 4.8 the responses suggested that, the contribution of employees' motivation in TANESCO was high productivity and profitability, reduce labour turnover and

absenteeism and increase morale of work. High productivity and profitability means the ratio of output to input. The greater the productivity of individual companies the greater the country aggregate productivity and the higher overall standard of living which is good for everybody.

Another contribution of employees' motivation in TANESCO was to reduce labour turnover and absenteeism, the ways to lower labour turnover in the work place is to setting the right compensation and benefits. However employees' morale is directly tied to productivity. The managers will increase morale of employees by offer bonuses whether financial incentives, company cars, improve work condition, open communication or other prizes. This will help employees' feel like they are important contributing factor of the company.

4.2.6 The Factors Influencing Employees' Motivation and Organization

Performance in TANESCO

Question: What are the factors influencing employees' motivation and organization performance in TANESCO?

The findings indicated the factors influencing employees' motivation and organization performance in TANESCO as follows. Good incentive schemes (60 respondents - 40 %), Good welfare schemes (20 respondents - 13 %), Good environment condition (40 respondents - 27%) and Job enlargement (30 respondents - 20%). However the respondents suggested that salary should be based on performance of employees and social relationships between employers and employees, employees to employees should be improved (Table 4.9).

Table 4.9: Respondents on the Question what are the Factors Influencing Employees' Motivation and Organization Performance in TANESCO

No	Item	Frequency	Percentage
1.	Good incentive schemes	60	40%
2.	Good welfare schemes	20	13%
3.	Good environment condition	40	27%
4.	Job enlargement	30	20%

Source: Study findings

Table 4.9 shows the factors influencing employees' motivation, Good incentives schemes means employee motivation program designed to encourage commitment to increasing productivity. A well structured employee incentive schemes will not only help retain good employees by engaging them and elevating their productivity and service levels to new heights but it can also help a business attract new employees to the company by enhancing the brand image as engaged employees will talk positively about their work place.

Good welfare schemes refers to all benefits which are monetary and non monetary and not the part of direct salary. The benefit provided to the employees of TANESCO by an organization is insurance benefits and retirement benefits. Good environment condition of TANESCO influencing employees' motivation and organization performance. Also job enlargement influencing employees' motivation because employees' acquires new skills to carry out the additional task and the motivational benefits of job enlargement are not usually experienced.

4.2.7 The Role of Employees' Motivation on Organization Performance in TANESCO

Question: What are the roles of employees' motivation on organization performance in TANESCO?

The answers of the respondents as follows, Employee satisfaction (20 respondents - 13%), Improves level of efficiency (30 respondents - 20%), Improves output and loyalty (80 respondents - 53.3%) and stability workforce (20 respondents – 13.3%).

The responses were as follows (Table 4.10).

Table 4.10: The Role of Employees' Motivation on Organization Performance

No	Item	Frequency	Percentage
1.	Employee satisfaction	80	53.3%
2.	Improve level of efficiency	20	13.3 %
3.	Improve output and loyalty	30	20%
4.	Stability workforce	20	13.3%

Source: Study findings

The responses in Table 4.10 shows the role of employee motivation in TANESCO suggested that employees' motivation is vital to organization performance in TANESCO. Employees' who work hard and meet their set goals or targets will affect organization performance positively. If an individual is motivated he will have job satisfaction and help in self-development of individual.

The level of efficiency of employees does not only depend upon his qualifications and abilities. The level of efficiency of employees' will result into increase in

productivity and reducing cost of operation. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management.

4.2.8 The Ways To Improve Employees' Motivation in TANESCO

Question: What should be done by TANESCO management to improve employees' motivation?

In this study respondents were asked about what should be done by TANESCO management to improve employees' motivation. The respondent answered that. Equitable rewarding system and training (90 respondents - 60%), Promotion (30 respondents - 20%) and Improve communication and transparency (30 respondents - 20 %). The responses are shown in Table 4.11.

Table 4.11: Responses on the Ways to Improve Employees' Motivation in TANESCO

No	Item	Frequency	Percentage
1.	Equitable rewarding system and Training	90	60%
2.	Promotion	30	20%
3.	Improve communication and Transparency	30	20%

Source: Study findings

This study suggested that TANESCO employees' were highly motivated by equitable rewarding system and training. Also the respondents suggested to reviewing staff salary to each staff accordingly as a way to motivate the employees. Equitable rewarding system and training can be motivational for managers and employees'. If an organization values something very strongly then employee behavior will be

driven by those values. Managers must think about building an effective and value based organization as it is important for their immediate success and the future of the management.

Promotion is way to improve employees' motivation in TANESCO. Promotion can be an employee rewards for good performance or advancement of employee rank or position. Improve communication and transparency in organization will improve employees' motivation. Lack of transparency by a company leadership can directly impact employee effectiveness and productivity.

4.3 Research Findings

4.3.1 The Contribution of Employees' Motivation on Organization

Performance in TANESCO

The findings are shown in table 6 respondents were asked: What are the contributions of employees' motivation on organization performance in TANESCO. The respondents result were High productivity and profitability (70 respondents – 46.6%), reduce labour turnover and absenteeism (30 respondents - 20) and Increase morale of work (50 respondents - 33.3%). The respondents suggested that there is a relationship between employees' motivation and organization performance. Motivated employees' meet goals assigned to them and improve performance. Also the employee who is motivated will perform his or her duties to the best of their abilities and ultimately improve organizational performance.

As suggested by Herzberg motivation theory, agree that employees' motivation contributes on organization performance. Furthermore employees' motivation is a

contributing factor in providing excellent organization performance. Herzberg felt that productivity can be increased through workers satisfaction. Low employees' motivation affects productivity and organization performance.

In order to fully motivate employees both hygiene factor and motivating factor need to be addressed. Motivating factors include a sense of achievement, job interest and recognition while hygiene factors include working conditions, supervision and money (Kermally, 2005). According to Mc Gregory theory explains that motivated employees' are committed to the job and the result is effective organization performance. Punishment is not the only ways to make people work (Likert, 2012).

The above results are similar to the research conducted in Uganda study the contribution of employee motivation to organizational effectiveness of private enterprise. The study found that employee motivation is vital in running of organization efficiently and effectively. Also concluded that there was a relationship between motivation and organization effectiveness. The efficiency and effectiveness of multiple industries limited is low because the motivation of employee is low (Seguya, 2009).

Smith (2008) conducted a study on how does an employee motivation impact organization performance. The study found that motivated workforce was more productive and cost savings. Happy motivated employees' are indeed better workers and will help to generate a positive work environment that both customers and employees will appreciate. The motivated worker is more committed to the job and to

the customer. The end result was effective organization performance and organization revenue increased.

4.3.2 The Factors Influencing Employees' Motivation and Organization Performance in TANESCO

Responses were asked what are the factors influencing employees' motivation and organization performance in TANESCO. The responses were shown in table 7. The respondents answered that, Good incentive schemes (60 respondents- 40%), Good welfare schemes (20 respondents -13%), Good environment condition (40 respondents - 27 %) and Job enlargement (30 respondents - 20%). The respondents suggested that good social relationships between employers and employees and employees to employees' influencing employee motivation and organization performance in TANESCO.

The responses suggestion relates to Herzberg motivation theory. Herzberg found that work hours, working condition, responsibility, achievement and personal growth are factors which influenced employees' motivation and organization performance at the work place (Magloff, 2012).

The findings are similar to a case study done in Nigeria. This study was focused on the influence of motivation on Journalist productivity. A survey was carried out on journalist at the nation newspaper to research on the motivating factors that influenced their productivity. The findings from the study revealed that while some journalists are motivated by money others are motivated by a need for personal achievement and appreciation for a job well done (Ehidiamen, 2013).

According to Farhanabanana (2013) conducted a study on the impact of employee's motivation on work performance. Found that motivational factor play an important role in increasing employee job satisfaction. This will result in improving organizational performance.

Broni (2012) conducted a study on the factors influencing motivation of workers in the catholic university college of Ghana. Structured and semi structured questionnaire administered to 80 respondents selected from a staff population of 116. The study discovered that love for the job career development and good salary were largely responsible for the motivation of workers.

According to Usugami (2006) conducted a study on the similarities and differences in employee motivation management between Korean and Japanese. The survey results reveal that the majority of Korean and Japanese executives regard wage and bonus as a strong motivational factor. Employment stability is recognized as a motivational by Korean executives and clarifying company policy and job objectives is the most important motivational factor to Japanese executives.

Another study of Karskakovska (2012) conducted a study on the analysis of the employee motivation factors. This study results provide more similarities than differences. The employees from both genders and all age subgroups are mostly motivated by challenging job positions, advancement opportunities, good compensation packages for example money and good work environment. Based on the findings recommendations were given to managers in terms of improvement of motivation policies and practices.

4.3.3 The Role of Employees' Motivation in TANESCO

Interviewed employees were asked what are role of employees' motivation on organization performance in TANESCO. The answered as follows, Improving out put and loyalty (80 respondents – 53.3%), Improves level of efficiency (30 respondents - 20%), Employee satisfaction (20 respondents – 13.3%) and Stability workforce (20 respondents – 13.3%). This indicates that there is a relationship between employee motivation and organization performance. Also employee motivation ensures that organization goals are met timely.

As suggested by Herzberg theory, Herzberg showed that, the role of employees' motivation was to increase high productivity, increase workers satisfaction and make people happier at work (Magloff, 2012). The above results are similar to the research conducted by Bhatt (2011) study the importance of employee motivation. Found that well motivated employees are more productive, creative, improved employee morale and individual growth.

Matsie (2008) did a study on the impact of motivation on employee performance at level one district hospitals. Found that when employees feel their personal needs are met at their workplace. They find fulfillment trough performance of their duties. They become productive and the company can achieve it is production needs and reach it is desired level of service delivery.

4.3.4 The Ways to Improve Employees' Motivation in TANESCO

Interviewed employees' were asked what should be done by TANESCO management to improve employees' motivation. The responses were shown in Table 4.11. The

respondents suggested the ways to improve employees' motivation as follows Equitable rewarding system and training (90 respondents - 60%), Promotion (60 respondents - 40%) and Improve communication and Transparency (30 respondents - 20%). The above point was the ways to improve employee's motivation in TANESCO.

According to Vroom theory employees' was motivated through rewarding system. The level of effort and motivation is based on three key factors, expectancy, instrumentality and valence (Jennaluv08, 2011). As suggested by Herzberg theory, work hours and good working condition motivate workers other than money. He also found that some factors such as responsibility, achievement, a challenging work environment and personal growth can make people happier at work (Magloff, 2012).

As stipulated in Maslow hierarchy of need theory every human being have there own needs which are physiological needs, safety needs, love, esteem needs and self-actualization. The level of satisfaction for particular needs may differ from one person to another. The needs of employees' are among the factors help the managers to understanding the demand of their employees' in order to motivate them (Likert, 2012).

According to Brian (2013) Equity theory deals with social relationships and fairness. Employees' can be motivated if there is a sense of fairness. The findings of this study are supported by findings in the similar study done by Raghava (2009) conducted a study on the motivating hospitality industry employees. The study confirmed good wages, appreciation, trust, responsibility, feedback appraisal and flexibility of

working hours to be motivating factors or the ways to improve employees' motivation.

Another study was conducted by Manzoor (2012) on the impact of employee motivation on organization effectiveness. The study found that two central factors empowerment and employee recognition for enhancing employee motivation which leads to employees' motivation and organizational effectiveness. The organization should design their rules, policies and organizations structures that give space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely lead to organizational growth

According to Broni (2012) the study was carried out to asses' factors influencing motivation of workers in the Catholic University College of Ghana. Structured and semi structured questionnaire administered to 80 respondents selected from a staff population of 116. The study discovered that the ways to improve employees' motivation is career development prospects, good salary and healthy relations were largely responsible for the motivation of workers.

A study on the employee motivation is the key to success in Tanzania. Found that most employees interviewed from the job are motivated most by job security, advancement, type of work, pay benefits and working condition (Baraka, 2013)

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The main objectives of this study were to investigate the contribution of employees' motivation on organization performance in TANESCO. The study found that 47% of the respondents showed that the contribution of employees' motivation on organization performance in TANESCO is High productivity and profitability, 20% of the respondents showed that Reduce labour turnover and absenteeism and 33% of the respondents answered that Increase morale of work. This suggested that motivated employees' are committed and more productive. Also motivated employees' are a contributing factor in providing excellent organization performance. However in order to fully motivate employees' both hygiene factor and motivating factor need to be addressed. Motivating factors include a sense of achievement, job interest and recognition while hygiene factors include working conditions, supervision and money.

The study specific objective was to identify the factors influencing employees' motivation and organization performance in TANESCO. The findings indicated that 40% of the respondents answered Good incentive schemes, 13% of the respondents showed good welfare schemes, also good environment condition 27% of the respondents and Job enlargement 20% of the respondents. This suggested that equitable compensation and incentives encouraged employee motivation and organization performance in TANESCO.

The second specific objective was to assess the role of employees' motivation in TANESCO. The findings indicated that, Improved output and loyalty (53.3% of respondents), Improves level of efficiency (20% of respondents), Employee satisfaction (13.3% of respondents) and stability workforce (13.3% of respondent). This indicates that employees' motivation ensure that organization goals are met timely and employees to be accountable and responsible for the assigned duties.

The third specific objective was to analyze the ways to improve employees' motivation in TANESCO. The findings indicated as follows, equitable rewarding system and training (60% of respondents), Promotion (60% of respondents) and Improve communication and Transparency (26.6% of respondents) was considered as the ways to improve employees' motivation in TANESCO.

5.2 Implications of the Results

The study has implication towards managers and supervisors that they should be fair and careful when motivating the employees'. Any form of biasness should be avoided by managers and make sure equitable rewarding system. This will encourage staffs to produce more and with efficiency. The findings also have implication to the employers that they must know what motivates their employees'. This because the personality of employees' reacts differently to motivational factors. Some employees' are more intrinsically and others are extrinsically motivated.

5.3 Conclusion

As it questioned, this study revealed that employees' motivation contributes on organization performance in TANESCO. The contribution of employees' motivation

in TANESCO is high productivity and profitability, reduce labour turnover and absenteeism and increase morale of work. Apart from that, the study has also shown the factors influencing employees' motivation and organization performance in TANESCO was good incentive schemes, good welfare schemes, and good environment condition and job enlargement.

However the role of employees' motivation in TANESCO was to improve output and loyalty, improve level of efficiency, employee satisfaction and stability workforce. Also the study discovered that, the ways to improve employees' motivation in TANESCO is equitable rewarding system and training, promotion and improvement of communication and transparency.

The study concluded that, in order the employees' to be highly motivated and to contribute in organization performance. The management of TANESCO should make the use of Equity theory and Herzberg theory. As stipulated in Herzberg theory in order to fully motivate employees' both motivating factors and hygiene factors need to be addressed. Motivating factors include a sense of achievement, job interest and recognition while hygiene factors include working conditions, supervision and money (Kermally, 2005).

The research shows that the employees' who were interviewed most of them they feel safe, loyal, valued and taken care of. This indicates that TANESCO employees' are motivated and contributed on organization performance. Highly motivated employees' increases profitability of the organization and ensure that organization

goals are met timely. The most factors influencing employees' motivation in TANESCO is good incentives schemes and job enlargement.

5.4 Recommendations

Based on the findings of this study recommended that employee motivation is directly linked to business profits and the more self motivated your employees' are the more differentiated and successful you will be as a business. Highly motivated employees' look for better ways to do a job, care about their customers, take pride in their work and are more productive. The TANESCO Management should review staff salary to each staff accordingly, create new organization structure which is clear and provide equitable promotion, training and bonus to each staff accordingly. Also should ensure that organization have good and current work facilities or equipments in order to motivate their employees' effectively.

Also there is a need for TANESCO employees' to involve in decision making. Employees' participation in decision making made employees' to feel as part of the organization and stimulate employee's performance. The employees' who are highly motivated will perform his or her duties to the best of their abilities and ultimately improve organization performance.

5.5 Limitation of the Study

The major limitation that faced to accomplish this work it includes limited time and high preparation cost. Also due to the nature of the study getting genuine information is extremely difficulty. However to meet all respondents it is not the easy things due

to time factor. Another limitation the researcher administered 200 questionnaires and interview guide to respondents but only 150 questionnaires and interview guide were returned back to researcher.

5.6 Areas for Further Research

This dissertation covers small part of selected theories of employees' motivation and it is possible to deepen the study in order to get a detailed framework and discover contribution of employee' motivation on organization performance. More investigation in the contribution of employees' motivation on organization performance should research further.

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APPENDICES

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Appendix I: Questionnaire and Interview Guide on the Contribution of Employees' Motivation on Organization Performance in TANESCO

NOTE THAT: Answer to this question was being treated strictly confidential and was only save the need of this Research and all respondents was interviewed only once. Please answer these questions to your best knowledge. Your cooperation was highly appreciated.

QUESTIONNAIRE FOR EMPLOYEES' OF TANESCO

A: GENERAL INFORMATION

- (a) Occupation
- (b) Age.....
- (c) Sex
- (d) Education level.....
- (e) Working Experience.....

B: QUESTIONNAIRES

1. Does employees' motivation contribute to organization performance?
 - (i) Yes.....
 - (ii) No
 - (iii) Do not know

- 2. Does TANESCO employees' feel safe, loyal, valued and taken care of?
 - (i) Yes.....
 - (ii) No
 - (iii) Do not know.....

C: INTERVIEW GUIDE FOR EMPLOYEES' OF TANESCO

- 3. What are the contributions of employees' motivation on organization performance in TANESCO?

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- 4. How employee motivation contributes on organization performance in TANESCO?

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- 5. What are the factors influencing employees' motivation in TANESCO?

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- 6. What are the factors influencing effective organization performance in TANESCO?

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7. What is the role of employees' motivation on organization performance in TANESCO?

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8. What are the factors affecting employees' motivation in TANESCO?

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9. What do you think should be done by TANESCO Department of Human Resources Management to improve employees' motivation?

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Thanks in advance