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Faculty of Social Sciences

Department of Politics and Public Management

DISSERTATION TOPIC

AN EVALUATION OF MOTIVATIONAL POLICIES IN ENHANCING EMPLOYEE
PERFORMANCE IN PARASTATALS. A CASE STUDY OF THE RURAL ELECTRIFICATION
AGENCY.

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Dissertation submitted in partial fulfillment of the requirements of the Bachelor of Science in
Politics and Public Management Honours Degree.

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DEDICATION

This work is dedicated to the Marimira family through whom my success has and will always blossom on their love and support. Thank you so much may God bless you abundantly.

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ABSTRACT

Motivation is crucial for organizations to function; without motivation employees will not put up their best and the organisations performance would be less efficient. The situation is even more serious in developing countries where working conditions are unattractive. It is in view of this that this study was conducted to assess the role of motivation on employee performance in parastatals: a case study of the rural electrification agency. The case-study approach was adopted for the study with both qualitative and quantitative techniques such as stratified sampling and accidental sampling techniques were employed. Key informant interviews and questionnaires were the methods of data collection for the study and SPSS software was used to analyse data collected from the field. The study found that, motivation packages for the staff of REA were inadequate. Monetary rewards and a conducive working environment were the preferred form of motivation for workers. The effects of poor motivation on work performance at REA were absenteeism, low output and high labour turnover. The study therefore, recommends that management should implement motivational policies

CHAPTER 1

1.0 INTRODUCTION

1.1 Introduction

Holt (1993) defines a policy as a set of basic principles and associated guidelines or strategies formulated and enforced by the governing body of the organization to direct and limit its actions in pursuit of long term goals. Motivational policies are a part of performance management, these policies are a key success factor and employees without motivation can sometimes pretend but the organization will however not get any benefits or profits. The study seeks to give an analysis of the advantages and challenges created and faced by the implementation and enforcement of the motivational policies in parastatals using an example of Rural Electrification Agency, the motivational strategies that are already implemented at REA and other policies that can be implemented in order to boost employee performance .

1.2 Background of the Study

In a brighter view of today's working conditions, motivating employees to produce their best results has become vital than ever, because of the competition and economic uncertainties. The factor that can set apart an organization in this turbulent environment be is its people, therefore maintaining a stable workforce is a major concern. Motivation in the business context is defined by Robin and Decenzo, (1995) as an individual's degree of willingness to exert high level of effort to reach organizational goals. The International Labour Organization define employees as people who work for a public or private employer and receive remuneration in wages, salary, commission, tips, piece rate, or pay in kind. It is important to know that an employee is one who under a contract is employed by an employer in either a private or public entity of an organization to work for that particular organization, with a reward at the end of the work, be it a salary, wage on daily, weekly or monthly basis.

In addition to this view, an employee should not only be a salary/wage earner, he/she should be given the liberty that is to have a voice or freedom to contribute in the decision making of the organization. Employee performance fundamentally depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and others, but the area of the

research is focused only on employee motivation as this factor highly influences the performance of employees. Shadare et al, (2009) are of the view that employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs effort in that direction. Employee motivation is affected by both personal characteristics as well as workplace environment. In addition, for organizations to achieve effective organizational management there must be a free flow of communication between the employers and the employees in the organization. The employee should be carried along in the decision making of the company, it helps to reduce grapevine in work place. It is obvious to know that a satisfied employee works with enthusiasm in order to satisfy customers and achieve the organizational goals, while the reverse is the case to an unmotivated employee. Benefits of employee motivation in Zimbabwean organizations cannot be over emphasized, because it provides benefits such as improving the level of efficiency of employees. The level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This according to Adi, (2000) will result in the increase in productivity, reduces cost of operations, and improving overall efficiency in the work place.

Every concern requires physical, financial and human resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the organizations in securing best possible utilization of resources as asserted by Rothberg, (2005). Motivation is an important factor, which brings employees satisfaction. This can be done by keeping into mind and making an incentive plan for the benefit of the employees. This could initiate the things like monetary and non-monetary incentives, promotion opportunities for employees, disincentives for inefficient employees. Industrial dispute and unrest in employees will be reduced, the employees will be adaptable to the changes and there will be no resistance to the change, this will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests. This leads to achievement of organizational goals. The goals of an organization can be achieved only when there is best possible utilization of resources, there is a co-operative work environment, the employees are goal directed and they act in a purposive manner, goals can be achieved if coordination and

cooperation takes place simultaneously which can be effectively done through motivation as concluded by Anka, (1988) leads to stability of work force.

Stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the organization only when they have a feeling of participation with the management. The skills and efficiency of employees will always be of advantage to both employers as well as employees. This will lead to a good public image in the market, which will attract competent and qualified people into concern. As it is said, “Old is gold” which suffices with the role of motivation here, the older the people, the more the experience and their adjustment into a concern which can be of benefit to the organization according to Rothberg, (2005). The five key employee motivation factors include satisfaction, appreciation, recognition, inspiration and compensation as attested by Maroney, (2004). Therefore this study seeks to provide an evaluation of motivational policies in enhancing employee performance in parastatals.

1.3 Statement of the problem

This study will address the idea that employees constitute a vital resource in organizations. As a driver of organizational productivity, progress and attainment of broad and sub objectives of the organization. However, in the Zimbabwean trading culture employee performance can be maximized if they are well motivated with right motivational incentives. Therefore the problem confronting this research is to offer an evaluation of motivational policies in parastatals. Researchers have studied employee motivation at length; the biggest misconception was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed TsangWong. (1997). This generalization or supposed knowledge has misdirected frontline supervisors of industrial workers for years as viewed by Kovach, (1987). Effective employee motivation has long been one of management most difficult and important duties. Success in this endeavor is becoming more challenging in light of organizational trends to downsize and in relation to the demands associated with managing a diverse workforce Kreitner and Kinicki (1992). Employee motivation is a complex process as individuals are complex, diverse and often difficult to predict. No one theory of motivation can explain human motivation particularly across diverse cultures. The study is therefore aimed at researching into the motivational policies or strategies used in parastatals using Rural Electrification Agency as a case study.

1.4 Research objectives

1. To identify the factors influencing employee motivation and organizational performance at REA.
2. To assess the role of motivational policies on employee performance at REA.
3. To analyze the ways to improve motivational policies at REA.

1.5 Research questions

1. What are the factors influencing employee motivation at REA?
2. What are the benefits of motivational policies on the performance of employees?
3. What ways can be used to improve the motivational policies at REA?

1.6 Justification of the study

The study shall highlight the worthiness and value of motivational policies in organizations it shall outline motivational policies for employee performance in parastatals mainly at Rural Electrification Agency. The study will show the impact of motivational policies on the performance of the employee and how it connects with performance management. The study will serve as a source of information to managers and other professionals at REA it will not only benefit REA but will also benefit other parastatals who can also adopt the suggested motivational strategies in the research. The study is also of paramount importance to scholars.

1.6 Delimitations of the study

The research was carried out in Zimbabwe. The stakeholders in the country gave the information relevant for the study. The research took place at REA that is the employees provided information on how motivational policies enhance employee performance.

1.7 Limitations

Access to real and accurate information was a hindrance to a constructive research. Financial constraints were also a challenge. The research was limited to enough time since the researcher was attending lectures. Obtaining of merely subjective and biased information from the employees. However all of this did not distract the researcher from carrying out this research.

1.8 Organization of the study

The study was arranged into five chapters

Chapter 1 which is basically the introduction to the study consists of the background of the study, objectives, research questions, problem statement, and importance of the study.

Chapter 2 presents a review of literature relevant to the study from written evidence that has already been done concerning the research topic it consists of relevance of motivation, concepts and nature of motivation, modern and ancient theories of motivation.

Chapter 3 contains the research methodology and design of the study. Stratified, random and accidental sampling were used. In terms of methods of data collection interviews and questionnaires were used

+Chapter 4 presents the analysis of data and discussion of findings. This chapter presents an analysis of the data and discussion of the findings in this study.

Chapter 5 comprised of the summary of findings conclusion and recommendations emanating from analysis of results.

CHAPTER 2

2.0 LITERATURE REVIEW

2.1 Introduction

Literature review according to Lane (2011) is a description of the literature relevant to a particular field or topic, it also gives an overview of the field of inquiry what has already been written on the topic. One strategy for reaching higher goals and development is motivation. Motivational policies have therefore been proven to be essential for the achievement of organizational goals by various writings. The literature review was structured in the following form concepts and nature of motivational policies, early theorists of motivational strategies, modern theorists of motivational strategies and importance of employee motivational policies.

2.2 Conceptual Definitions

Motivation is a process that accounts for an individual's intensity, direction and effort towards reaching a certain goal .Motivation was derived from the Latin word “movere” which means to move. Kreitner (2001) defines motivation as the psychological process that gives behavior, purpose and direction. Three components of motivation as identified by Arnold et al (1991) are -: direction which is what a person is trying to do, effort which is how hard a person is trying and persistence that is how long a person keeps on trying. 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 according to 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 according to Puplampu, (2013) is concerned with the factors that cause workers to engage in behaviour that cumulatively promote the profitability and productive good of the organizations in which they work. Employee motivation is a key to the overall effectiveness of an organization as highlighted by Gregory, (2008).

An employee is a person hired to provide certain services to a company on a regular basis in exchange of compensation as attested by Paul (2013). In light of the same view Hornby

(2010) defines an employee as a person who is paid to work for somebody. Employee motivation is an indication of the level of commitment and creativity that a company worker brings to their jobs. The more employees are motivated the more they are stimulated and interested in reaching the goals of the company. Organizational performance is the ability of an organization to fulfil its mission through sound management, strong governance and a persistent rededication to archiving results Mahapatro, (2011).

Organization performance has been defined as the ability of an organization to fulfil it is 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 as attested by Bhusan, (2011).

Rural electrification agency is a Zimbabwean parastatal organization established in 2002. Its business is mainly the electrification of remote areas in Zimbabwe.

2.3 Theoretical Literature Review

The theoretical framework aims at reviewing various types of employee motivation theories so as to end up with the best theory which complements the study. The theories to be reviewed in this chapter are Maslow hierarchy of needs, Herzberg theory, Mc Gregory theory, Attribution theory, Reinforcement theory, Expectancy theory and Equity theory.

2.3.1 Maslow Hierarchy of Needs Theory



Figure 1 **Source:** Adopted from Shah and Shah, 2007

Maslow hierarchy of needs theory was established by Abraham Maslow in the 1940. The needs were categorized in an order of importance with the most basic needs at the basis of hierarchy. The basic idea of Maslow hierarchy of needs theory are physiological needs which refer to the desire to realize physical satisfactions such as water, sleep, food, air and sex. These needs are viewed as the most important needs because without them human beings cannot live. Safety needs state that human beings endeavour to meet these needs. It is about an individual's safety being free from evils and threats to love or belonging needs once the physiological and safety needs are fulfilled human beings begin to focus on the need to love and affection. Esteem needs basically explain a person's desire to be a highly valued individual in the society always desires for high self-esteem. These self-esteem needs emulate from self-respect which in turn comes from being accepted and respected by the society. Self-actualization needs means realizing full potential and becoming all that we can be.

Although, Maslow's theory is still useful in certain areas, the main strength of this theory is the recognition and identification of individual needs for the purpose of motivating behaviour (Bowditch *et al.*, 1997). Although Maslow's theory has not stood up well under actual testing, it teaches organisations one important lesson which is fulfilled needs do not motivate an individual. For example, the promise of unemployment benefits may partially fulfil an employee's need for economic security (the safety need). The theory has some challenges such as the lack of hierarchical structure of needs as suggested by Maslow. Some people may be disadvantaged 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's needs is question of subjective matter. Therefore the level of satisfaction for particular need may differ from one person to another James, (2012).

In competing view, physiological and safety needs are arranged in hierarchical fashion, as Maslow contends. The contrary view is that, any one of the needs may emerge as the single most important need, depending on an individual. Edward Lawler, a leading motivation researcher, observed, "Which higher-order needs come into play after the lower ones are satisfied and in which order they come into play cannot be predicted. If anything, it seems that most people are simultaneously motivated by several of the same-level need"" Lawler (1966: P 64)

The “motivation to work” published by Maslow (Maslow 1943: 370) probably provided the field of organizational behaviour and management with a new way of looking at employees job attitudes or behaviours in understanding how humans are motivated. Probably the best known conceptualisation of human needs in organisations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced his theory based on personal judgment, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible.

Specifically Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues.

If you look at this from a motivational point of view, Maslow’s theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow, you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person’s needs at that level (Robbins 2001). The fundamental flaws of Maslow’s Needs Theory, stems from his claim that, human needs patterned systematically from one stage to another. In reality, human needs, though revolve around the stages identified by him, but in some situations do not necessarily move progressively from one stage to another as he would have us believe. For instance, a person in some circumstances might compromise his physiological or safety needs in order to achieve some social goals. This research will examine relevance of the needs theory as a strategy for motivation by managers.

Bassett-Jones and Lloyd (2005) suggests that the content theorists led by Herzberg, assumed a more complex interaction between both internal and external factors, and explored the circumstances in which individuals respond to different internal and external stimuli. On the other hand, process theory, where victor Vroom was the first exponent considers how factors internal to the person result in different behaviours. From the focus point of these two groups, one could observe that the process theories attempt or try to understand the thinking processes an individual might go through in determining how to behave in a workplace. The

primary focus was on how and why questions of motivation, how certain behaviour starts, developed and sustained over time. It is true that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual. These exogenous factors emanate from the environment in which the individual operates generate stimuli to employees.

It is my belief that employees in general are goal seeking and look for challenges and expect positive re-enforcement at all times. Hence, it could only be of benefit if organisations could provide these rewards and factors. As noted earlier, albeit employees are financially motivated, motivation could be seen as a moving target. What motivates differs among different people and may even change for the same person over a given period of time, developments within the modern organisation has probably made motivating employees even more difficult due to the nature of every individual, behaviour increasing the complexity of what can really motivate employees.

According to Bassett-Jones and Lloyd (2005) expectancy, equity, goal setting and reinforcement theories have resulted in the development of a simple model of motivational alignment. The models suggest that needs of employees are identified and organizational objectives and also satisfy employee needs. If poorly aligned, then low motivation will be the outcome. According to Bassette-Jones and Lloyd (2005) expectancy, equity, goal setting and reinforcement theories have resulted in the development of a simple model of motivational alignment. The models suggest that once needs of employees are identified and organizational objectives and also satisfy employee needs. If poorly aligned, then low motivation will be the outcome.

2.3.2 Douglas McGregor: Theory X/Theory Y

McGregor's theory, which is based on Maslow's theory, adds a central idea that management assumptions about their employees can affect their motivation. This theory proposes two alternative and extreme views to see the human being. Theory X and Theory Y. According to Theory X the employee is viewed as mainly negative, lazy, resist change and unable to motivate. This produces a controlled environment with strict rules, threats and punishments. Employees in an organization like this tends to perform less effectively, give low productivity, produces aggressions and conflicts (Bolman *et al.*, 1997). Theory Y on the other

hand strives to maximize the employee's individual goals and efforts by giving workers greater job involvement and autonomy.

This means that employees are given the possibility to grow and achieve their own goals within the organization. Employees are viewed as positive and open to development.

Management's goal is to make the employee happy and satisfied with their work and performance (Bolman *et al.*, 1997; Matteson 1999). Taken not too literally the theory can provide a useful tool for motivation and management research (Shah and Shah, 2007). In addition, these theories remain as a guiding principle of positive approaches for management, to organizational development and to improve

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

This discussion on the above motivational theories explains the fact that the concept of Employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organisation in achieving a competitive position. Skinner who propounded that any behaviour that is rewarded tends to be repeated supported this view. The term motivation has been used in numerous and often contradictory ways. Presently there appears to be some agreements that the crucial thread that distinguishes employees motivated behaviours from other behaviour is that it is goal directed behaviour (Bindra; 2000)

2.3.4 Frederick Herzberg: Motivation-Hygiene

In 1959 Herzberg, Mausner and Snyderman processed a research concerning motivation to work. They chose similar companies situated in Pittsburgh Industry area. They interviewed approximately 200 engineers and accountants working for those companies. The theory developed from this research concerns hygiene factors, which are necessary for the employee

to experience but do not motivate them to work. The explanation for hygiene factors could be a person's relationship with the environment in which one operates.

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

Most empirical studies have refuted predictions based on Herzberg's theory. According to Herzberg's theory, he concluded that hygiene factors are related to dissatisfaction rather than satisfaction. However, recent researchers have found contradictions and opposite to his theory (Examstutor, 2007). A nother problem with Herzberg's theory is that some employees show no particular interest in such motivators as opportunity for growth and advancement (Dubrin, 2002).

In spite of criticisms, Herzbergs theory provided a new way of thinking about worker motivation and his theory remains as an influential factor in an attempt to make the motivation theory in an organizational way Dubrin, (2002).

Herzberg's theory implication in real work life for a manager and management in the company who want to motivate their employees would include these activities: provide the employees with good compensation, flexible company policies and being connected to their own employees. In addition, the manager also recognizes the good work from their employees and gives their employees the opportunities to grow and develop their skills, knowledge and experience.

A significant development in motivation was distinction between motivational and maintenance factors in job situation. This led to draw a distinction between what are called as „motivators“ and „hygiene factors“. Thus, hygiene factors provide no motivation to the employees, but the absence of these factors serves as dissatisfied. Some job conditions

operate primarily to dissatisfy employees when they are absent, but their presence does not motivate employees in a strong way. Many of these factors are traditionally perceived by management as motivators, but the factors are really potent as dissatisfies. They are termed as maintenance factors in job because they are necessary to maintain a reasonable level of satisfaction among the employees. The maintenance factors include, Company policy and Administration, Technical supervision, interpersonal relations with supervision, interpersonal relations with peers, salary, job security working conditions and among others. Herzberg also identifies the motivational factors to include achievement, recognition, advancement, work itself and possibility of growth.

There appears to be a great similarity between Hertzberg's and Maslow's models. A careful examination of Hertzberg's model indicates that what he actually says is that some employees may have achieved a level of social and economic progress in the society and for them higher level needs of Maslow (esteem and self-actualization) are the primary motivators. However, they still must satisfy the lower level needs for maintenance of their current state. Thus, we can say that money might still be a motivator for operative employees and for some managerial employees (Chhabra 2010: p11.7-11.8)

In this vein, hygiene factors are not sufficient condition in motivating employees but rather a precondition in enticing employees in promoting the organizational mission and objectives.

This further suggests that, the issue of motivation is still a challenge in modern context despite the efforts of government policy of promoting workers well-being.

2.3 Contemporary Theories of Motivation

2.3.1 Equity Theory

The basis of Equity Theory, in a work context, is that people make comparisons between themselves and others in terms of what they invest in their work (inputs) and what outcomes they receive from it. As in the case of Expectancy Theory, this theory is also founded on people's perceptions, in this case of the inputs and outcomes involved. Thus, their sense of equity (i.e. fairness) is applied to their subjective view of conditions and not necessarily to the objective situation. The theory states that when people perceive an unequal situation, they experience „equity tension“, which they attempt to reduce by appropriate behaviour. This

behaviour may be to act positively to improve their performance and/or to seek improved rewards, or may be to act negatively.

Thus, part of the attractiveness (valence) of rewards in a work context is the extent to which they are seen to be comparable to those available to the peer-group. Such thinking, however, is best applied to extrinsic rewards, such as pay, promotion, pension arrangements, company car and similar benefits, since they (a) depend on others for their provision, and (b) have an objective truth about them. Equity theory cannot apply in the same way to intrinsic rewards, such as intrinsic job interest, personal achievement and exercise of responsibility, which by their very nature are personal to the individual, entirely subjective, and therefore less capable of comparison in any credible sense.

In today's turbulent, often chaotic environment, commercial success depends on employees using their full talents. Yet, in spite of the myriad of available theories and practices, managers often view motivation as something of a mystery. In part, this is because individuals are motivated by different things and in different ways.

2.3.2 Attribution Theory

Attribution Theory suggests that we judge other people's behaviour by attributing meaning to their behaviour in the light of perceived internal or external forces. Internally caused behaviour is perceived to be under the control of the individual, i.e. they have made a choice in selecting the behaviour. Externally caused behaviour results from environmental forces that are perceived to influence people's behaviour (e.g. organizational rules, machinery breakdown etc.), and over which the individual has little or no control. Kelley (1972) suggests that when people make attributions, they do so with three major criteria in mind: Distinctiveness, Consensus and Consistency. In case of the internally caused behaviour, we would be likely to draw the conclusion that this person was unmotivated individual who dislike his job, and therefore „chose“ to be late. Where the behaviour was seen as essentially caused by external factors, we would likely to conclude that this was a one-off event caused by circumstances outside his control, such as a major traffic hold-up en route to work. This attribution may be true reflection of particular person behaviour or not because human behaviour is said to be unpredictable from the on set of creation and therefore call for appropriation ways of motivating the work force to increase productivity. That aside, the taste and preferences of the employees are not uniform and therefore differ from worker to worker.

2.3.3 Reinforcement Theory

Whereas Attribution Theory has strong links with ideas about human perception, Reinforcement Theory, as applied to motivation, has major connections with learning theory, and especially the work of the behaviourist, Skinner (1974). The Reinforcement Theory of motivation suggests that a given behaviour is a function of the consequences of earlier behaviour. Thus, it is argued, all behaviour is determined to some extent by the rewards or punishments obtained from previous behaviour, which has the effect of reinforcing current actions. In this sense, all behaviour is caused by external sources, since we can have little control over the consequences of our actions. So, if an individual's efforts to contribute new ideas to a team are consistently met with an indulgent but apathetic approach by management (i.e. negative reinforcement), then the individual is likely to be discouraged from making further suggestions, and may even seek to change his or her job. Where, by comparison, the individual is encouraged to share new ideas and help to develop them (i.e. positive reinforcement), then the person is likely to generate even more ideas.

Strict Reinforcement Theory would argue that an individual's own understandings, emotions, needs and expectations do not enter into motivation, which is purely about the consequences of behaviour. However, modifications of the theory (e.g. Social Learning Theory) do allow for the effect of individuals' perceptions of the rewards/punishments obtained by others as a contributor to motivation. Thus, an employee is not just affected by the consequences of his own actions at work, but is able to infer „appropriate“ behaviour from what he sees as the consequences for others of their behaviour. Reinforcement Theory is not basically concerned with what motivates behaviour, or how, and is not strictly a theory of motivation. It is more concerned with control of behaviour (i.e. power over others). Supporters of Reinforcement Theory (Jablonsky and De Vries, 1972) offer some important guidelines to those intending to use it as a motivating tool in the workplace.

The underlying assumption behind this approach is that people are there to be controlled, and that management's task is to provide the „right“ conditions to encourage high performance.

This is not quite such a negative view of people as is suggested by McGregor's concept of human motivation (McGregor 1960).

2.3.4 Expectancy Theory

Workers expectation of returns or rewards for efforts put on a job has become part and parcel of the motivation of employees in every organizational establishment and it will therefore be inappropriate to discuss motivation of the public sector motivation without taken a cursory look at the Expectancy Theory. This theory was developed by an American, V.H. Vroom in the 1960s. A key point of his theory is that an individual's behaviour is formed not on objective reality but his or her subjective perception of that reality. Vroom proposes that motivation is a function of value of effort-performance and performance rewarded relationships. Expectancy theory emphasizes the role of individual perceptions and feelings (expectations of particular results) in determining motivation and behaviour. Also the expectancy theory does not specify which outcomes are relevant to individuals in any situation (Enoch, 2005). The core of this theory relates to how a person perceives the relationships between three things that is effort, performance and rewards. Vroom (1964) proposes that people are motivated by how much they want something and how likely they think they are to get it. He suggests that motivation leads to efforts and the efforts combined with employees' ability together with environmental factors interplay to determine performance. This performance in turn leads to various outcomes, such of which has an associated value called valence. The three key factors are based on the individual's perception of the situation. These are:

Expectancy; which is the extent of the individual's perception, or belief, that a particular act will produce a particular outcome.

The instrumentality is the extent to which the individual perceives that effective performance will lead to desired rewards and

Valence which is the strength of the belief that attractive rewards are potentially available

(Gole, 2004: p43)

It is important to note that Vroom distinguishes „valence“ from „Value“. He does so by defining the former in terms of the anticipated satisfaction the individual hopes to obtain from the outcome or reward, and by defining „value“ in terms of the actual satisfaction obtained by the individual. According to Vroom the three factors that is, Expectancy, Instrumentality and Valence combine together to create a driving force, which motivates an individual to put in an effort, achieve a level of performance, and obtain rewards at the end. Despite the criticism,

Expectancy Theory is still one of the useful for predicting employee behaviour (Aamodt et al 2007)

It is prudent to note that, effort alone may not necessarily lead to effective performance.

Other factors are involved, such as the individual's own characteristics (personality, knowledge and skills) and the way in which he perceives his role. For example, the prospect of promotion could be seen by a newly appointed employee as an attractive prospect (valence), but his expectancy of gaining promotion could be low, if he perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile. These analyses clearly show that individual worker's expectancy of returns for a job performed vary and which has become a problem of management as to which is the satisfactory way of motivating workers for a good job done.

2.4.0 Motivation and Employee Performance

According to Butkus and Green (1999), motivation is derived from the word "motivate", means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. He says that "motivation is a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals.

Many writers have expressed motivation as goal directed behaviour. This objective nature of motivation is also suggested by kreitner and Kinicki (2001) put forward that motivation represents "those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed".

A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al., 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

Mo (1992) differentiates between the terms „movement“ and motivation“. Movement carries out the task for compensation, remuneration in humans mind to act, while the term motivation is stapled with total involvement of a person in its tasks to carry out with excitements and happiness. In simple words, movement compels a person to carry out tasks, while motivation is self-realized jubilant and pleasing act of carrying out specific tasks. The researcher emphasizes on motivation which is basis for the success because the person involved in it is very happy and voluntarily excited not for compensation. Motivation is reason for individuals“ accomplishments to carry out the project (La Motta 1995). There are many aspects of motivation in an organization; a person motivated by those aspects may not necessarily motivate another person, because there are many different factors that affect motivation for different level employees.

On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provide the environment for their motivation to be enhanced and improved (Baron, 1983). It means that an organization is a better environment and working atmosphere provider, it only needs to believe that the people have the motivational behaviour. Lawler (2003) noted that different theories questioning why people prefer certain careers, why they seek particular rewards and why they feel satisfied or dissatisfied with their work and rewards. These are some of the resonating questions that create so many assumptions and hypotheses to be researched.

It is widely recognized in management circles, that motivation plays a role in keeping an employee performing his or her best in any task assigned. Assessing La Motta and Baron, views on the concept of motivation makes one wonder why incentives provided to workers did not yield intended purpose. This is as a result of dynamics of individual needs and humans can never be satisfy in that, when one need is catered for responded, the worker shifts to another need and this then becomes a challenge hence the call for further research on the issue of motivation.

2.5 Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri (2001) the direction of an employee’s behaviour is related to those behaviours, which the Individual chooses to perform. It refers to how hard the individual is willing to work on the behaviour. (The level of persistence, it refers to the individual’s willingness to behave despite obstacles. Daschler

and Ninemeier (1989) conducted research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees' motivation. Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs can be located.

2.6 The Role of Motivation

Many contemporary authors have also defined the concept of motivation. Motivation has been defined as: the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford, Bedeian, and Lindner, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993).

According Smith, the reason why employers motivate employees is purposely for survival (Smith, 1994). Despite the fact workers always agitating for compensation for work done to keep them alive seems to have problem because, when workers are satisfy with their survival needs, they tend to fight for recognition and others. For example, some feel that, they should be sponsored to travel outside the country. They felt that, they should be part of decision making body in the organizational setup. Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen and Radhakrishna, 1991). For example, research by Kovach suggests that as employees' income increases, money becomes less of a motivator (Kovach, 1987). In addition, as employees get older, interesting work becomes more of a motivator.

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportional to the personal goals of individuals.

Robert (2005) reported that the manager's job is to ensure the work done through employees is possible, if the employees are self-motivated towards work rather directed. The manager's involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard.

The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals. It is a today's challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect. The employees' motivation, their enthusiastic and energetic behaviour towards task fulfilment plays a key role in the success of an organization (Cheng, 1995).

According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees' workplace motivation. The human resource manager's function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal of the service manager which is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. There are a number of ways in which organizations can affect the employee's perceptions of goal importance. First, as mentioned above, managers can persuade employees that their jobs are important by providing a convincing rationale for their work tasks (Locke, Latham, & Erez, 1988). One way managers may attempt to do this is by linking the job performance directly to organizational performance. Similar to the concept of task significance, if employees can see how their work contributes to achieving important organizational goals, then they are more likely to see their work as particularly salient because the link between individual and organization goals may extend beyond the boundaries of the organization (Perry & Porter, 1982; Perry & Wise, 1990) Motivation is an effective instrument in the hands of manager for inspiring the workforce and creating a confidence in it. By motivating the work force, management creates „will to work“ which is necessary for the achievement of the organizational goals. Motivation involves getting the members of the group, to carry out properly the purpose of the organization. The following results may be expected if the employees are properly motivated:

The workforce will be better satisfied if management provides them with opportunities to fulfil their physiological and psychological needs. The workers will cooperate voluntarily with management and will contribute their maximum towards the goals of the enterprise

Workers will tend to be as efficient as possible by improving upon their skills and knowledge so that they are able to contribute to the progress of the organization. This will also result in increased productivity as well as the rate of labour turn over and absenteeism among the workforce will be reduced to the barest minimum (Chhabra2010;p11.3-11.4)

It is true to some extent that when workers are motivated, their ability to increase productivity will be high. There are certain situations some workers attitude are not reversible and management must put pressure in order to influence them work hard. Despite the deviates in every society, motivation still remains a powerful or recommended tool in influence labour force „will to work“.

CHAPTER 3

3.0 RESEARCH METHODOLOGY AND DESIGN

3.1 Introduction

This chapter explores and discusses the research methodology and design to be used in this study.

3.2 Research design

Kothan (1993) defines a research design as the arrangement of conditions for collection and analysis of data in a way that seeks to combine relevance to the research purpose. A research design is the method that has been established to find answers to the research questions. Research design makes up the blueprint for the collection of measurement and analysis of data.

The study used descriptive research design. The research targeted to examine the contribution of motivational policies in enhancing employee performance at REA. Descriptive research design deals with questions that explain and describe the relationship between variables but does not predict the direction of the relationships. In this study qualitative data collection techniques such as questionnaires, interviews and observations were used. The reason being to discover the relationship between variables. The research used tables showing the contribution of motivational policies in enhancing employee performance at REA. According to Saunders (2000) the purpose of descriptive research is to show an accurate profile of a person's events or situations it aims at providing an accurate picture of some aspects of a particular individual or a group.

3.3 Area of the study

The study was carried out in Zimbabwe at the rural electrification agency in Chinhoyi. The reason why this particular area was chosen is that their workers are sometimes not committed to their roles and duties, low productivity and bitterness between contract workers and management. Generally, the lack of motivational policies within the organization, making it easy to collect relevant and valid information suitable for the study.

3.4 Population of the study.

Currently staff at REA Mashonaland west province is 185 people among these 150 respondents were selected to collect information concerned with the contribution of motivational policies at REA.

3.5 Sampling procedures and sample size

According to William (2006) sampling is the process of selecting units from a population of interest so that by studying the sample researchers generalize results back to the population were they were chosen. Kothari (2004) defined sampling as a way of choosing a group of people and other elements such as events and behaviour. A crucial issue persuading choice of a sampling technique is weather a sampling frame is there or not.

This research used simple random sampling. Employees at REA Chinhoyi were given the questionnaires for their honest responses. The reason being to avoid bias responses by giving every individual a chance to be chosen.

3.5.1 Sample size

Kothari (2004) defined sample as a small group of respondents from a population which the researcher is interested in obtaining data so as to reach to a reliable and right conclusion. Sample size refers to a number of items to be selected from the population. A sample size of 150 respondents was selected due to the presence of employees during the time when the research was carried out, available resources and the time of the study.

150 respondents were however the best representative sample. 5 of the respondents were from the human resources department, 4 from the accounts department, 4 from project coordinators, 2 from the loss and risk management, 10 from the procurement department and 125 respondents from line gang workers. Employees from the above mentioned departments have the knowledge on how motivational policies enhance performance at REA.

3.6 Data collection tools

Criswell (2005) is of the view that no single technique or instrument may be considered to be adequate in itself in gathering valid and reliable information. Therefore, to have reliable data for this topic under study triangulation approach was used. The researcher combined various techniques inclusive of observation, questionnaires and interviews.

In this research questionnaires, observation and interviews were used as methods of data collection. Employees were kindly asked to fill in the questionnaires and interview guide so as to understand the contribution of motivation in enhancing performance at REA. The analysis of the obtained information was qualitative in nature.

3.6.1 Interview

The interview was conducted at REA face to face to maximize communication between the interviewer and the employee. It had few questions both structured and unstructured questions were used to maintain formality and some questions were based on the responses of the respondents. Scoring system was used to evaluate candidates.

3.6.2 Observation

It is when information is obtained by the researcher investigating alone without asking from any respondents. And this method the contribution of motivational policies in enhancing employee performance at REA was observed by the researcher.

3.6.3 Questionnaire

It is a written or printed form used to gather information on a certain topic or subject. It is a primary method of collecting data. The researcher used closed and open ended questions.

3.7 Validity of the data

Validity according to John (2006) is the most fundamental consideration in the development of the method used and refers to the extent that the method measures and what it claims to have measured. There are 3 basic ways in which to assess the validity of a method which are criterion, construction and content validity. The study used content validity to evaluate questionnaires.

3.8 Data collection

It is defined as a way of analysing data gathered on focusing on various questions posed in the research as concluded by Kothari (2004) in order to make the research simple data analysis was based on the respondent's answers. Data was processed by editing and coding. Primary data was combined and used as a source of information of this study. The use of

computer software's was also used in the analysis of data. The analysis was guided by the research objectives which involved the use of qualitative methods of analysing data due to the nature of the information collected.

CHAPTER FOUR

4.0 ANALYSIS OF DATA AND DISUSSION OF FINDINGS

4.1 Introduction

This chapter looked at the fundamental findings of the research and relating them with the motivational theories especially the Herzberg theory which guides this study and also relating with what other researchers and papers found concerning the topic under study.

4.2 Data analysis

Questionnaire and interview guide

In this research the sample consisted of workers at REA Chinhoyi from all departments. In this study 150 respondents were recorded which is 83% of the employees at REA mash west.

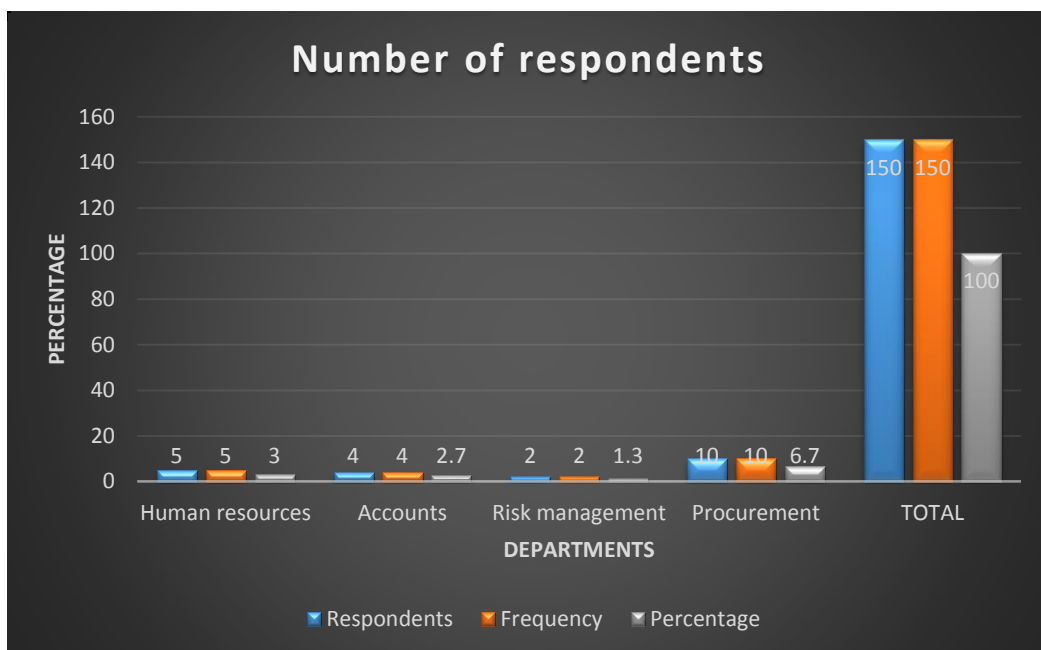
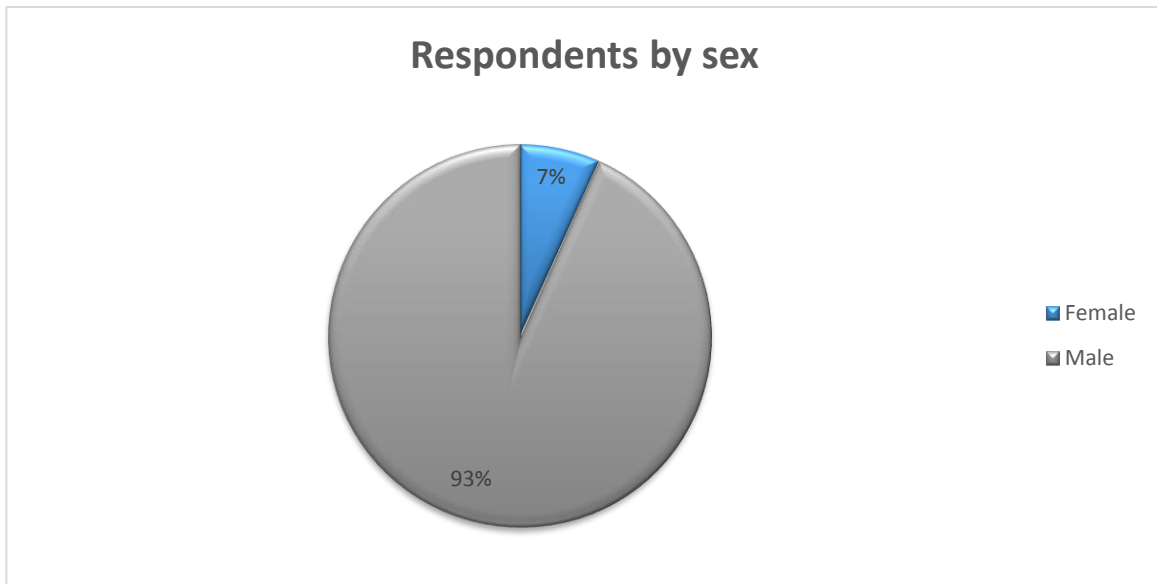


Table 4.1 shows the number of respondents at REA mash west from different departments it also indicates good cooperation on the respondent's side.

4.2.1 General information of the respondents

The general information included sex, age and working experience which were also the factors which influenced and determined the contribution of motivational policies at REA.

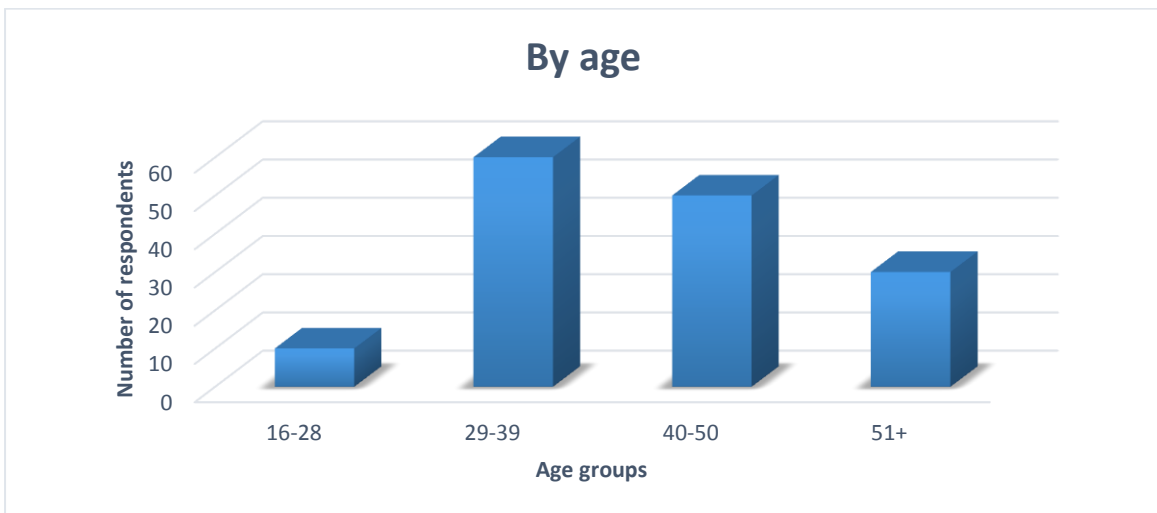
Table 4.2: Distribution of the Respondents by Sex



Source: Primary Data

Table 4.2 shows the distribution of respondents by sex. It also indicates that the male sex is more dominating at REA compared to female. Considering the type of work at the rural electrification agency males are more productive than females therefore, it is very easy to motivate females. Due to these factors managers can easily identify the needs of their employees in order to motivate them.

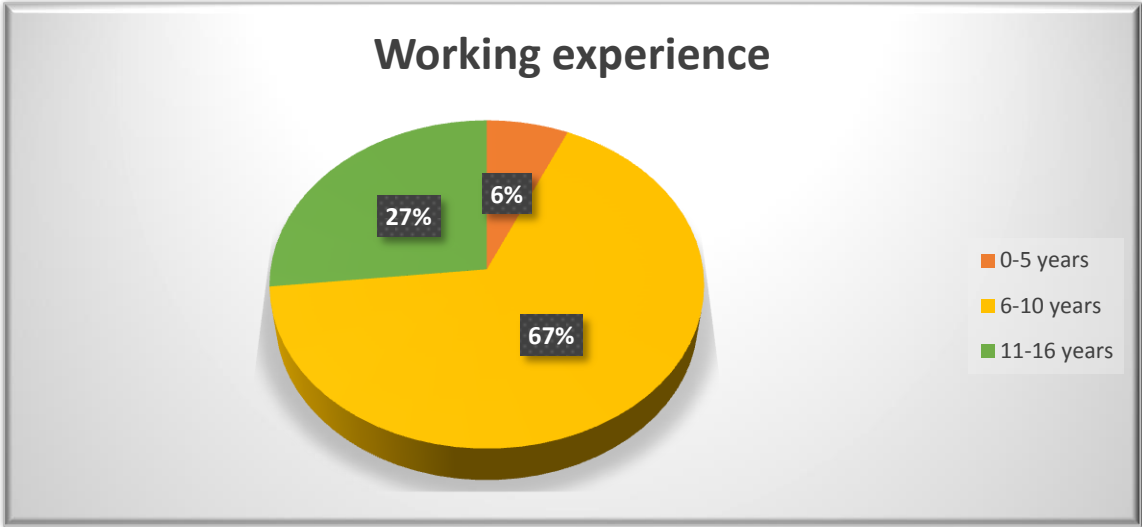
Table 4.3 Distribution of respondents by age.



Source: Primary Data

Table 4.3 shows the age of employees at REA this helps in identifying the behaviour of every individual and the needs of every employee. The workers from all ages are motivated by challenging job positions, good compensation packages, advancement opportunities and getting their wages in time.

4.4 Respondents by working experience.



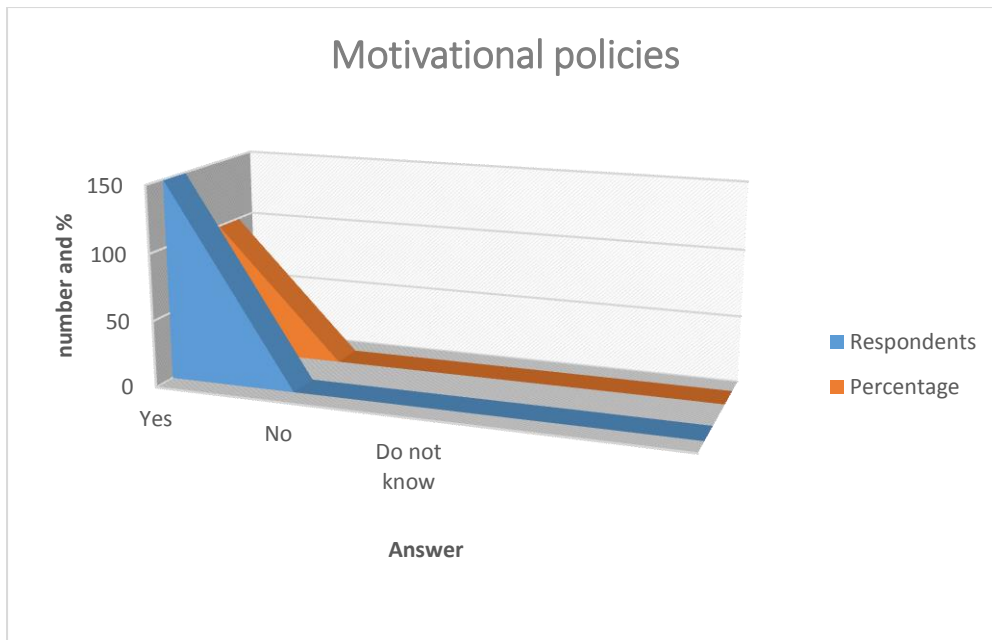
Source: Primary Data

From the above statics most of the employees have worked for more than 5 years this shows that the employees are skilled and have the required knowledge. With experience productivity also increases.

4.2.2 The contribution of motivational policies in enhancing employee performance at REA

150 respondents showed that motivational policies contributes to employee performance at REA. They highlighted that motivated employees are more productive, loyal and skilled.

Table 4.5 below, shows the contribution of motivational policies in enhancing employee performance at REA



Source:

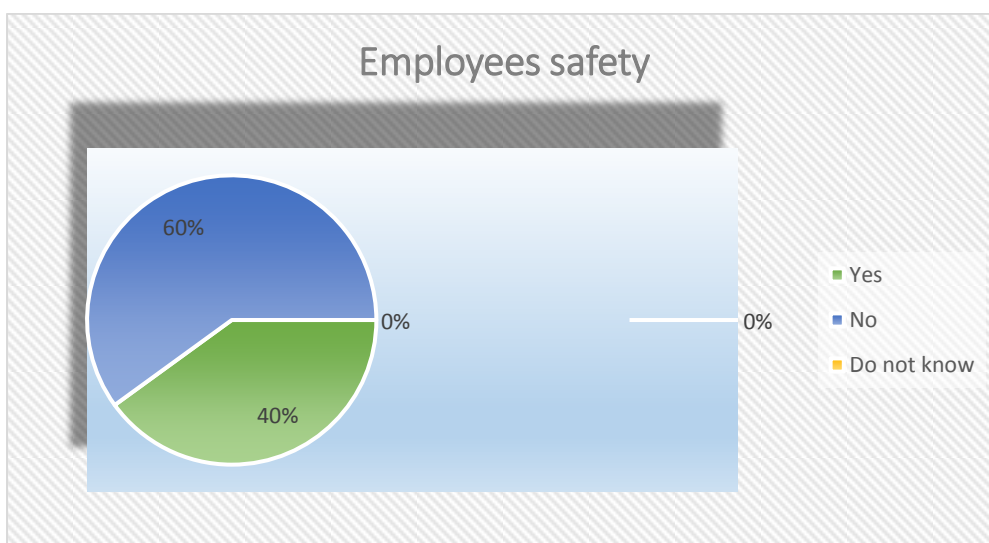
Primary

Table 4.5 indicates that employee performance depended on motivation. Motivated employees are one of the key factors that provide competitive advantage for business.

4.2.3 Motivational policies and employees at REA.

The findings indicated that 90 respondents did not feel safe valued and taken care of whilst 60 felt valued, safe and taken care of. Respondents suggested that the HR and accounts departments should prepare payrolls in time so that workers also get paid in time.

Table 4.6 Motivational policies and employees at REA



The table shows that only 40 of the respondents feel safe, valued and taken care of which shows that motivational policies are not being properly implemented at REA. Management should encourage equitable rewarding system and other motivational strategies in order to motivate all employees.

4.2.4 The contribution of employee’s motivation on organisational performance at REA

The study obtained data through interview guide the findings showed that motivated employees contribute on the organisations performance.

The contribution of employee motivation on organizational performance at REA was 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 motivational policies contributed to the effectiveness or improvement of the organizations performance. REA 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 4.7).

Table 4.7: The Contribution of Employees’ Motivation on Organization Performance at REA

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: field data

Table 4.7 the responses suggested that, the contribution of employee motivation at REA

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 employee motivation at REA 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 working conditions, open communication or other prizes. This will help employees' feel like they are important contributing factor of the company.

4.2.5 The Factors Influencing Employee Motivation and Organization Performance

The findings indicated the factors influencing employee motivation and organizational performance at REA are 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 4.8).

Table 4.8: Factors Influencing Employee Motivation and Organization Performance at REA

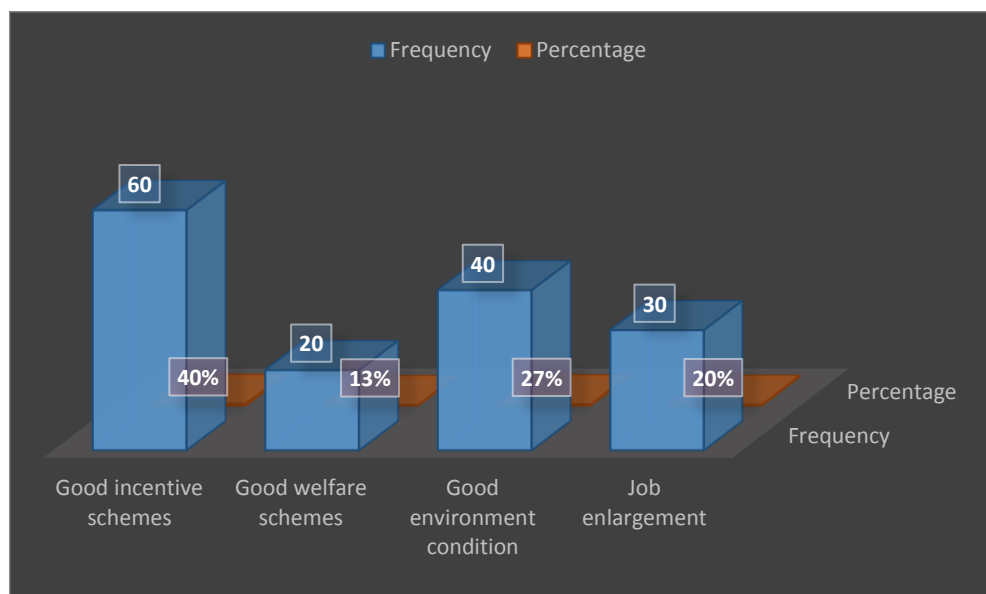


Table 4.8 shows the factors influencing employee motivation, Good incentives schemes means employee motivation program designed to encourage commitment to increasing productivity. A well-structured employee incentive scheme will not only help retain good employees by engaging them and elevating their 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 REA by an organization is insurance benefits and retirement benefits. Good working environment condition at REA influencing employee 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.

4.2.6 The Role of Employee Motivation on Organization Performance at REA

The answers of the respondents were 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 4.9).

Table 4.9: The Role of Employees’ Motivation on Organization Performance



Source: field data

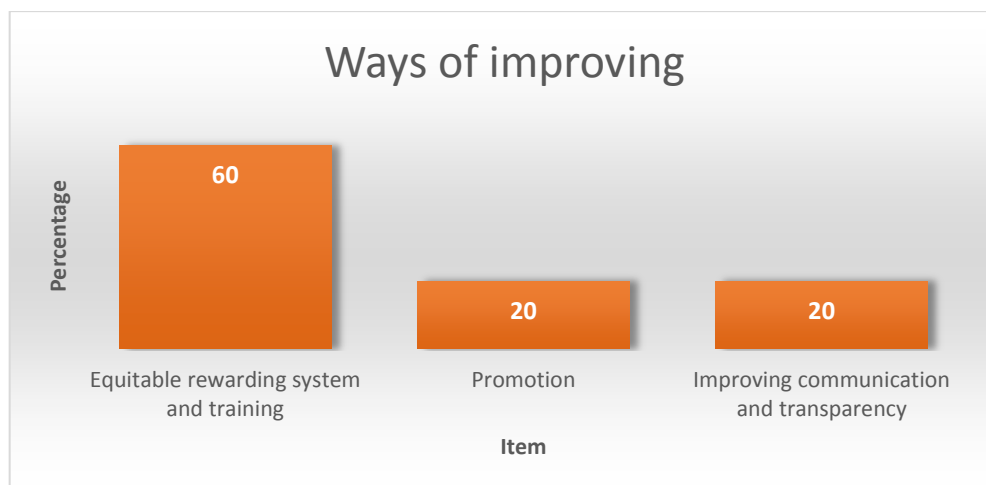
The responses in Table 4.9 shows the role of employee motivational policies at REA it suggested that employee motivation is vital to organization performance. Employees’ who work hard and meet their set goals or targets will affect organization performance positively. If an individual is motivated he 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.

4.2.7 The Ways to Improve Employee Motivation at REA

In this study respondents were asked about what should be done by REA 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 4.10.

Table 4.10: Responses on the Ways to Improve Employees' Motivation at REA



Source: field data

This study suggested that REA 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 behaviour 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 at REA. 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 at REA

The findings are shown in table 6 respondents were asked: What are the contributions of employees' motivation on organization performance at REA. 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 at REA

Responses were asked what are the factors influencing employees' motivation and organization performance at REA. 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 at REA.

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, and 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 at REA

Interviewed employees were asked what are role of employees' motivation on organization performance at REA. They answered as follows, Improving output 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 fulfilment 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 at REA

Interviewed employees' were asked what should be done by REAs management to improve employees' motivation. The responses were shown in Table 4.10. 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 at REA.

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 fulfilment 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 CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

The main objectives of this study were to investigate the contribution of motivational policies in enhancing employee performance. The study found that 47% of the respondents showed that the contribution of employees' motivation on organization performance at REA 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 at REA. 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 at REA.

The second specific objective was to assess the role of employees' motivation at REA. 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 analyse the ways to improve employees' motivation at REA. 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 at REA.

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 Conclusions

As it questioned, this study revealed that employees' motivation contributes on organization performance at REA. The contribution of motivational policies at REA in terms of 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 at REA was good incentive schemes, good welfare schemes, and good environment condition and job enlargement.

However the role of employee motivation at REA 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 at REA 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 REA 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 REA 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 at REA 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 REA 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 equipment's in order to motivate their employees' effectively.

Also there is a need for REA employees' to be involved 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

MIDLANDS STATE UNIVERSITY

Appendix I: Questionnaire and Interview Guide on the Contribution of Motivational policies and employee performance at REA

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 AT REA

A: GENERAL INFORMATION

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

- (e) Working Experience.....

B: QUESTIONNAIRES

- 1. Do motivational policies contribute to employee performance?
 - (i) Yes.....
 - (ii) No
 - (iii) Do not know.....

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

C: INTERVIEW GUIDE FOR EMPLOYEES' OF REA

3. What are the contributions of employees' motivation on organizational Performance at REA?

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4. How employee motivation contributes on organization performance at REA?

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5. What are the factors influencing employees' motivation at REA?

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6. What are the factors influencing effective organization performance at REA?

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.....

7. What is the role of employees' motivation on organization performance at REA?

.....
.....

8. What are the factors affecting employees' motivation at REA?

.....
.....

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

.....
.....

Thanks in advance