EMPLOYEES’ MOTIVATION AND JOB SATISFACTION IN PUBLIC ORGANIZATIONS:

A CASE OF THE TANZANIA COMMISSION FOR SCIENCE AND TECHNOLOGY (COSTECH)

By

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A Research Report submitted as Partial Fulfilment of the Requirements for Award of the Degree of Master of Science in Human Resources Management (MSc. HRM) of Mzumbe University

2014
CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by Mzumbe University a dissertation titled “Employees’ Motivation and Job Satisfaction in Public Organizations: A Case study of the Tanzania Commission For Science and Technology(COSTECH)”, in fulfilment of the requirements for the degree of Master of Science in Human Resources Management.

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Finally, I am very grateful for the financial and moral support I got from my family which includes my wife Annastella Stephen, my son Andrew Lubuva and my daughters Beatrice Lujuo, Pudenciana Lujuo and Anitha Lujuo. May God bless them all.
DEDICATION

I dedicate this work to my family and parents for their love, financial and moral support towards my academic achievements which made me who I am today, and able to accomplish my dream of studying Masters of Science in Human Resource Management.
### ABBREVIATION AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
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</tr>
</thead>
<tbody>
<tr>
<td>COSTECH</td>
<td>Tanzania Commission For Science and Technology</td>
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<td>MCST</td>
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ABSTRACT

The main theme of this paper was to assess job motivation and satisfaction of employees at COSTECH and the way the two influence performance of the organization. Various specific objectives were established, and these were to identify factors that lead to employees’ motivation at work place (COSTECH), to identify factors that lead to employees’ job satisfaction at work place (COSTECH) and to determine the influence of employees’ motivation on job satisfaction. The study was conducted at Tanzania Commission for Science and Technology using a case study design, and based on qualitative approach. Total number of 60 respondents constituted a study sample. Both secondary and primary data were used; primary data were obtained through interview, observation, questionnaire and secondary data were obtained through review of existing literature. The study revealed that, practices for job motivation were very little which play a small role in human resource management at COSTECH and also it has led poor job performance, employees productivity is low, low job enrichments, little customer satisfaction, decrease in work morale, job motivation in this case does not facilitate team work, little job motivation decrease efficiency and effectiveness on work process and low job motivation lead to low personal growth.

The findings of the study reveal that even through job motivation which leads to employees’ satisfaction have a number of benefits, at COSTECH the situation is different as most of the practices of motivation are not given priority and this leads to performance of the employees and the organization being low. Various practices which reflect little existence of job motivation as among the way of improving employees’ performance at COSTECH is observed as majority of the respondents on the questionnaires and interview and through observation showed that the practices of motivation which lead to employees being satisfied and hence lead higher performance, higher productivity, higher organizational profit, higher customer care and higher employee retention are very minimal. The result shows most of the job dimensions are not taken care of at COSTECH. This means that advancement of employees is little and not planned, no recognition is given for good work done, personal and working relationship is not given higher priority, and there is no proper
company policy and administrative policies. Employees few in number agree that they get achievements from their job the thing which influence them to stay and work with COSTECH but most of the remaining number of employees just stay in their job because they have spent most of their time there and by leaving COSTECH they may lose some of their terminal benefits. COSTECH has to change and improve the above situation so that the organization receives a positive image and get success in achieving its objectives and strategic plan. To do so, the organization has to create an environment which will make employees motivated and satisfied.
# TABLE OF CONTENT

CERTIFICATION ........................................................................................................ i  
DECLARATION AND COPYRIGHT ........................................................................ ii  
ACKNOWLEDGEMENT ........................................................................................... iii  
DEDICATION ............................................................................................................ iv  
ABBREVIATION AND ACRONYMS .......................................................................... v  
ABSTRACT ................................................................................................................. vi  
TABLE OF CONTENT .............................................................................................. viii  
LIST OF TABLES ...................................................................................................... xi  
LIST OF FIGURES .................................................................................................... xii  

## CHAPTER ONE .................................................................................................. 1  
INTRODUCTION AND BACKGROUND .................................................................. 1  
1.0 Introduction ...................................................................................................... 1  
1.1 Background of the study .............................................................................. 1  
1.2 Statement of the problem ............................................................................. 3  
1.3 General objective .......................................................................................... 4  
1.4 Specific research objectives ......................................................................... 4  
1.5 Research questions ....................................................................................... 4  
1.6 Scope and limitations of the study ............................................................... 4  
1.7 Significance of the study .............................................................................. 5  

## CHAPTER TWO ................................................................................................. 6  
THEORETICAL LITERATURE REVIEW .............................................................. 6  
2.1 Employees’ motivation ................................................................................... 8  
2.2 Factors influencing job motivation ............................................................... 11  
2.3 Importance of motivation ............................................................................ 14  
2.4 Concept of job satisfaction .......................................................................... 15  
2.5 Dimensions of job satisfaction ..................................................................... 20  
2.6 Theories of motivation ................................................................................. 21
<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.7</td>
<td>Factors affecting job satisfaction</td>
<td>31</td>
</tr>
<tr>
<td>2.8</td>
<td>Empirical literature review</td>
<td>36</td>
</tr>
<tr>
<td></td>
<td><strong>CHAPTER THREE</strong></td>
<td>41</td>
</tr>
<tr>
<td></td>
<td><strong>RESEARCH METHODOLOGY</strong></td>
<td>41</td>
</tr>
<tr>
<td>3.1</td>
<td>Research design</td>
<td>41</td>
</tr>
<tr>
<td>3.2</td>
<td>Study area</td>
<td>41</td>
</tr>
<tr>
<td>3.3</td>
<td>Population of the study</td>
<td>41</td>
</tr>
<tr>
<td>3.4</td>
<td>Sample size</td>
<td>42</td>
</tr>
<tr>
<td></td>
<td>Composition of sample</td>
<td>42</td>
</tr>
<tr>
<td>3.5</td>
<td>Sampling techniques</td>
<td>42</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Simple Random Sampling</td>
<td>43</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Purposive or judgemental Sampling</td>
<td>43</td>
</tr>
<tr>
<td>3.6</td>
<td>Data collection methods</td>
<td>43</td>
</tr>
<tr>
<td>3.6.1</td>
<td>Primary Data Collection Methods</td>
<td>43</td>
</tr>
<tr>
<td>3.6.2</td>
<td>Secondary Data Collection Methods</td>
<td>44</td>
</tr>
<tr>
<td>3.7</td>
<td>Data analysis</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td><strong>CHAPTER FOUR</strong></td>
<td>46</td>
</tr>
<tr>
<td></td>
<td><strong>PRESENTATION OF RESEARCH FINDINGS AND DISCUSSION</strong></td>
<td>46</td>
</tr>
<tr>
<td>4.0</td>
<td>Introduction</td>
<td>46</td>
</tr>
<tr>
<td>4.1</td>
<td>Demographical characteristics of respondents</td>
<td>46</td>
</tr>
<tr>
<td>4.2</td>
<td>Gender of respondents</td>
<td>46</td>
</tr>
<tr>
<td>4.2.1</td>
<td>Age of respondents</td>
<td>47</td>
</tr>
<tr>
<td>4.2.2</td>
<td>Education level and work Experience of Respondents</td>
<td>48</td>
</tr>
<tr>
<td>4.3</td>
<td>Factors that lead to employees’ motivation at work place</td>
<td>49</td>
</tr>
<tr>
<td>4.4</td>
<td>Factors that lead to Employees’ Job Satisfaction at Workplace</td>
<td>51</td>
</tr>
<tr>
<td>4.5</td>
<td>Influence of Motivation on job satisfaction at COSTECH</td>
<td>56</td>
</tr>
</tbody>
</table>
CHAPTER FIVE.......................................................... 60
SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY
.................................................................................................................. 60
5.0 Introduction..................................................................................... 60
5.1 Summary of the Study................................................................. 60
5.2 Conclusion ................................................................................ 60
5.3 Recommendations ...................................................................... 63
5.4 Areas for Further Research ..................................................... 65
REFERENCES....................................................................................... 66
LIST OF TABLES

Table 4.2 Gender of respondents ................................................................. 47
Table 4.2 Age of respondents................................................................. 47
Table 4.3 Education level and work experience of respondents ..................... 48
Table 4.4 Presence of Job Motivation practices at COSTECH ...................... 49
Table 4.5 Need for job motivation at COSTECH ..................................... 50
Table 4.6 Factors of job satisfaction at COSTECH ..................................... 52
Table 4.7 Role of job satisfaction on job performance ................................ 54
Table 4.8 Influence of Motivation on job satisfaction at COSTECH ............. 56
Table 4.9 Challenges for job motivation and satisfaction ............................. 57
Table 4.10 Comments on effectiveness of job motivation ............................. 58
LIST OF FIGURES

Figure 1: Maslow’s hierarchy of needs (Milliken and Honeycutt, 2004) ............... 22
Fig. 3 Conceptual Framework ............................................................................ 40
CHAPTER ONE
INTRODUCTION AND BACKGROUND

1.0 Introduction
Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person’s parent. There are a variety of factors that can influence a person’s level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation, although it is clearly linked. Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous workgroups. Job satisfaction is a very important attribute which is frequently measured by organizations.

1.1 Background of the study
People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business and contributors to the success of the organizations and Firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction and motivation. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.
However, even with the widespread recognition of the importance of facilitating the relationship between job satisfaction and motivation in facilitating organizational commitment, there are varying perspectives on the means of doing this. The earliest strategy is to use wage increases to link job satisfaction and motivation to organizational commitment (Hill & Wiens-Tuers 2002). With the recognition that this is not enough to bring about motivation expressed in job satisfaction, other perspectives emerged giving particular importance to the training and skills development of employees applied through the underlying principle of continuous organizational learning (Woodruffe 2000). Since this covers only an aspect of human resource management, a holistic approach emerged that targets the development of a certain quality of employment life (Champion-Hughes 2001) that covers fair wages, benefits, other employment conditions, and career development to support the facilitation of motivation and job satisfaction directed towards organizational commitment.

This means that achieving motivation and job satisfaction to develop organizational commitment is not simple or easy and works according to the context of individual firms. Although, there are best practices within industries, it is up to the individual organizations to determine which human resource strategies meet its needs and objectives. To determine the manner that individual industries develop and achieve organizational commitment through job satisfaction and motivation.

As we have seen above, for the organizations to have motivated and satisfied workforce there is required Proper and adhered Human resources policies which will guide the human resources managers to manage the human resources properly for the organizational success which means that by having such policies the human resources will be guided for high productivity or high quality services which will lead to what we call customer satisfaction.

Apart from the above things such as recognition of good job, good pay, job enrichment, and other more elements of such nature when administered by an organization in a proper way, will lead to employees being motivated and at the end of the day the employees who are satisfied with such kind of motivation will invest
all their energy towards the organizational goals achievement which will make an organization compete with other organizations in that particular environment service wise or product wise. In other words the organization will be on a more advantageous position in comparison with other organizations giving same services or products.

Employees’ motivation which leads to having a satisfied workforce is crucial in human resource management as it can be evidenced from early theorists, but modern managers do negate various forms of motivation like job enrichment, recognition of good work. Organizations are busy in recruiting qualified and competent personnel and forget about motivating them at various dimensions to make them remain in the organization. When the employees do not remain in the same organization by looking for more safe, motivating and satisfying organizations, the organization where employees do not stay will automatically be losing and hence will not compete in the high competitive environment.

1.2 Statement of the problem
The relationship between the organization and its members is influenced by what motivates them to work (Mullins 2010). The nature of the work organization, style of leadership and content of jobs has been supposed to effect staff performance and job satisfaction. Scholars have shown that employees in non-government organisation are more satisfied with job characteristics than their counterpart in Tanzania public sector (Ngimbudzi, 2009). Equally, different studies indicate that staff turnover in private sector is higher compared to that in public sector. In this context, there is a need to assess the factors which influence public employees to cling on public sector for their work-span.

As observed by Herzberg (1987) that managers need to know what motivates their staff; it is paramount to understand what motivates employees in public sector and to what extent they are satisfied. This study aims to identify factors that motivates and satisfy employees. Not on that the study will determine the effect of motivations on satisfaction on employee.
1.3 General objective
The aim of the study was to assess the factors influencing job motivation and satisfaction among employees giving services in public organizations.

1.4 Specific research objectives
To identify factors that lead to employees’ motivation at work place

To identify factors that lead to employees’ job satisfaction at work place

To determine the influence of employees’ motivation on job satisfaction

1.5 Research questions
What are the factors which lead to employees’ job motivation at work place?

What are the factors that lead to employees’ job satisfaction at work place?

What is the influence of employees’ motivation on job satisfaction?

1.6. Scope and limitations of the study
This study was conducted in Dar es Salaam and covered only one Organization (COSTECH), that is, under the Ministry of Communication Science and Technology (MCST). This was so due to limited time and resource constraints.

One of the limitations of this study was that this study only focused on the job motivation and satisfaction of the employees within an organization in The Ministry of Communication Science and Technology which acted as the representation of Public organizations. So, the result of this study might not be applicable to the job motivation and satisfaction of some of the Public organizations in Tanzania but might be applied to most of the Public Organization as most of them have the characteristics that resemble. In other words, the findings of this study were not only applicable within the organization of the study but also to most of the Public organizations in Tanzania.
1.7 **Significance of the study**

This study was considered to have the following benefits to both organization and individuals which are given below: it should be in three areas; to respondents, academic area, and the government.

It was as a guide for future reference for those students who wish to do research on this topic.

It would help other public sectors to determine the importance of employees’ Job motivation and satisfaction in the organization so as to cope with competitive environment.

The study would be useful to managers in solving problem related to job satisfaction and motivation of employees.

It would help the management to create policies, which would direct them to know where they were going for the improvement of services.

This study enabled the researcher to fulfil the requirement for Degree of Master of Science in Human Resource Management at Mzumbe University.
CHAPTER TWO

2.0 Theoretical literature review

This chapter is an attempt to develop a framework for analyzing job satisfaction and motivation among EMPLOYEES in Public Organizations. In this regard a brief review of literature on job satisfaction and motivation will be made in order to identify the factors/variables that have influence on job satisfaction and motivation among employees in the Public institutions.

So here the purpose of this chapter is to present a literature review through which reader will get an idea about meaning of job satisfaction and motivation, as well as factors affecting them. Though job satisfaction is a term of social psychology, effort has been given to explain job satisfaction from administrative and social perspective.

According to Evans (1999), job satisfaction is defined as “a state of mind encompassing all those feelings determined by the extent to which the individual perceives her/his job related needs to being met”. Frazier (2005) stated that there are a few elements that affect job satisfaction, which are extrinsic and intrinsic motivating factors, the quality of supervision and social relationships with the work group. Intrinsic motivation, as explained by Hanaberg (2010) is interest based and extrinsic motivation is compliance based. By improving intrinsic motivation, the employer can take care of the employees’ interest, including their passion, drive, creativity, and energy. Extrinsic motivation, on the other hand, can be improved by giving positive reinforcement to the employees such as raising their salary, giving them compliments, giving them more important tasks and so on.

Hoppock (1935) first proposed the concept of employee satisfaction, according to him it is the individual response or happiness of employees with objective and emotional facet of their work environment.

Employee satisfaction is also called “job satisfaction” (Wang, 2005). Employee satisfaction is defined as employees’ feelings and thoughts about organization, work and co-workers (Beer, 1964). Locke (1976) proposed the theory of value, and suggested that employee satisfaction does not address individual desires, but associated with employee’s needs or principles. In case of a good salary package,
work environment and chances to prospect in the future, may positively influence the employee’s loyalty and ultimately increased job satisfaction. Ivancevich et al. (1997) defined job satisfaction as the sensation and perception of the employee about his work and organization. Happy employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness (Hanif and Kamal, 2009).

Results of studies of job satisfaction are derived from two main sets. First, job satisfaction is associated with increased output, efficiency of the organization, loyalty with the organization, and reduced absenteeism and earnings (Ellickson and Logsdon, 2001). According to Wright and Davis (2003), job satisfaction positively affect on the ability, effort and capability of the employees however, if employees not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Zeffane et al., 2008).

Apart from that, a survey conducted by Barrington and Franco (2010) shows that the level of job satisfaction among the UK citizens is low across all age groups. This is consistent with the survey conducted by Barrington.

Franco (2010), on the job satisfaction of the Americans, where they concluded that “Americans of all ages and income brackets continue to grow increasingly unhappy at work”. In Malaysia, Ramayah, et al. (2001) argued that job satisfaction is getting more attention but not much empirical research is done in this area. However, they stated that managers in Malaysia are increasingly aware of the issue of job satisfaction due to two reasons. They explained that one of the reasons is that the managers believe that they have the moral responsibility to provide a satisfying work environment for their employees. The other reason is that they believe that the workers who have a high job satisfaction will be able to positively contribute to the company. These show that the employees’ job satisfaction is important because it can have a direct impact towards a company’s performance.

Moreover, according to McCann (2002) various demographic factors such as age and gender will also affect job satisfaction among the employees. For example, the
productivity of the workers whose age are between 59 and above are reported to be lower than those whose age are 58 and below (Cheal, 2002). Hence, one of the demographic factors, which are age negatively, affects the employee job satisfaction as well.

2.1 Employees’ motivation

According to Greenberg and Baron (2000 p190) this definition could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals.

Kreitner (1995), Buford, Bedeian &Linder (1995), Higgins (1994) all cited in Linder (1998,p3) defined motivation as “the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need, and the will to achieve, respectively.

Young (2000, p1) suggest that motivation can be defined in a variety of ways, depending on who you ask. Ask someone on the street, you may get a response like “it’s what drives us” or “it’s what make us do the things we do.” Therefore motivation is the force within an individual that account for the level, direction, and persistence of effort expended at work. Halepota (2005, p16) defines motivation as “a person’s active participation and commitment to achieve the prescribed results. Halepota further presents that the concept of motivation is abstract because different strategies produce different results at different times and there is no single strategy that can produce guaranteed favourable results all the times.”

According to Antomioni (1999, p29), “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will
be satisfied. On the other hand, individuals become de-motivated if they feel something in the organisation prevents them from attaining good outcomes.

It can be observed from the above definitions that, motivation in general, is more or less basically concern with factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. Furthermore the definitions suggest that there need to be an” invisible force” to push people to do something in return. It could also be deduced from the definition that having a motivated work force or creating an environment in which high levels of motivation are maintained remains a challenge for today’s management. This challenge may emanate from the simple fact that motivation is not a fixed trait –as it could change with changes in personal, psychological, financial or social factors.

The word motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey, 1993, p.20).

Dictionaries simply describe motivation as “*the goad to action*” (Mitchell, 1982, p.81), whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual’s behavior toward attaining a goal (ibid.; Greenberg/Baron, 2003, p.190; Robbins/Judge, 2008, p.209). The definition underlines three pillars of motivation. The first – *arousal* – has to do with the drive or energy that ignites behavior (Greenberg/Baron, 2003, p.190).

The second – *direction* – has to do with the type of behavior that is exerted and whether it is in line with demand or organization goal (Robbins/Judge, 2008, p.209). The third pillar – *persistence* – deals with the lastingness of behavior. Though, this factor is of less importance, because persistence can be simply defined as the reaffirmation of the initial arousal and direction processes (Mitchell, 1982, p.81).

Furthermore, the definition asserts that motivation is an *individual* phenomenon. Each individual is unique and has different needs, expectations, values, history, attitudes and goals (ibid.). Hence, a manager cannot assume that what motivates
him/her will also motivate the employee. And what motivates one employee may not necessarily motivate another.

Another aspect of motivation is that it pertains to determination, intention, and self choice. That is, motivation is under the employee’s control and he/she actively chooses whether to put effort and take action (Mitchell, 1982, p.81). There is both good and bad news here: the good news is that an employee’s level of motivation can be influenced; the bad news is that only the employee himself/herself can do that. In other words, managers cannot motivate employees; they can only influence employees in a manner that makes them feel motivated.

Frey and Osterloh (2002) distinguish between three forms of intrinsic motivation. In the first, people engage in an activity for its own sake, since they find the activity itself as a source of joy and satisfaction (p.8). Examples can be hobbies that one chooses to pursue, or in the work context fulfilling an interesting task. The second form is activities which are tedious and unexciting, but their accomplishment is a source of pleasure. For instance, meeting a deadline at work brings a sense of achievement, albeit the process is sometimes arduous. In the third form of intrinsic motivation it is a matter of compliance with standards for their own sake that propels people to act. These may be ethical standards one feels a need to respect, commitment to group members, or the desire to act according to values of material or procedural fairness.

Despite its significance, many a time people act not because they are intrinsically motivated, but rather because external factors prompt them to take action (Ryan/Deci, 2000, p.60). This type of motivation is called extrinsic motivation and it concerns whenever an activity is done in order to attain an outcome that is separable from the activity itself (ibid.). In a career context, extrinsic motivation means the desire to satisfy needs or goals that are not related to the work itself. For example, work as a mere tool for earning money.

Given the elaborations thus far, it is possible to conclude that work motivation is about the internal and external forces that influence individual’s degree of
willingness and choice to engage in a certain specified behaviour and action (Mitchell, 1982, p.82).

The purpose of motivational theories, then, is to analyze and predict the reasons that arouse and direct people to choose certain behaviours over others. Standing on the Shoulders of these theories, I aim later to develop tactics that can help increase motivational behaviour among public sector employees.

2.2 Factors influencing job motivation
Companies struggle with employee motivation on a daily basis. Unmotivated and uninterested workers can decrease both productivity and profitability. Understanding the factors that motivate employees can help business leaders to cultivate a corporate culture that is engaging and enjoyable. It is important to understand that a one-size-fits-all mentality may not be appropriate, as different people are motivated by different things.

Money
Money is one of the most important factors of work motivation. By offering higher salaries and bonuses, companies can influence workers to increase work productivity. There are many ways for a company to employ money as a motivational tool. Some methods are raises as rewards and pay cuts as punishments, the offer of overtime pay for employees who choose to stay beyond the hours for they are obliged to stay and benefits such as paid holidays and pension plans. Apart from using money, Companies should be cautious, however, not to use money as their sole means of motivation. By using money as the primary motivational tool, employers can create an environment where workers are performing their job duties solely out of a desire to gain money, rather than to be a contributing member of the team.
Effective Leadership

A company that has ineffective leaders can be an emotionally draining environment for employees, and such a situation can lead to a stagnant corporate culture. Employees who are not led effectively by considerate supervisors may even begin to dread the thought of going to work every day. Effective leaders, however, can stimulate employees to set and meet goals that will provide a sense of pride, accomplishment and motivation.

Advancement Opportunities

The potential for career advancement is a powerful way to keep employees motivated. An employee who knows that he is likely to be rewarded for his high job performance with a chance to climb the corporate ladder is more likely to push himself to produce top results in his current position. Supervisors within the company need to make it a priority to recognize the efforts of these employers and create avenues of growth for these employees.

Stability

People have a general need for stability in their lives, whether it be at home or at work. Job security contributes to this sense of stability. Employers can promote a sense of stability at work by ensuring that productive employees feel that their positions are secure by showing appreciation for their efforts and by conveying to them an image of stability themselves. A study by an Ohio State University Research and Extension associate shows that job security is among the top four motivational factors of employees.

Trust and Honesty

Companies can offer their trust and honesty to employees as a cost-free method of inspiring higher rates of productivity. While simple concepts such as trust and honesty do not intuitively seem like they have the ability to motivate workers, they in fact lead to a mutual understanding between the employees and employers. This understanding is that the company is organized under a shared culture in which neither side will attempt to deceive the other. A positive work environment that
supports fairness encourages workers to perform their jobs according to their responsibilities. This allows companies to avoid the phenomenon of employees evading work responsibilities as well as contribute to a sense of fairness and equality in the workplace in which every employee has equal importance. Since the idea of fairness and honesty is set by the company, this can be a useful strategy in maintaining order in the workplace.

**Meaningfulness**

The meaningfulness of an individual's job can influence how hard she works at that job. Companies can foster a sense of meaningfulness by providing employees information about their jobs and what the end results of their work will be. The company should also inform employees how they are an important part of the company in an internal sense—that is, the employees of a company rely on each other to create a meaningful composite result.

**Freedom**

Giving workers more freedom tends to lead to higher levels of motivation. In contrast, establishing new rules and policies lead to lower levels of motivation. A company can rethink its rules to decide which may be bigger barriers to freedom than are catalysts to efficiency. By doing so, companies can create a sense of freedom in the work environment, leading to a higher level of motivation in the workforce. [Http://www.ehow.com/info_8335711_factors-influence-motivation-work.html](http://www.ehow.com/info_8335711_factors-influence-motivation-work.html).
2.3 Importance of motivation

The number of publications is often used as an indicator for the importance, interest, and trends of certain subjects. In that sense, motivation is clearly a hot topic. The number of research articles and books that incorporated the word “motivation” in their title or abstract from 1950 to 2008 is around 65,000 (Landy/Conte, 2010, p.360).

Moreover, the importance of motivation seems to be increasing within the years, since prior to 1980 the term appeared approximately 5,000 times each decade, whereas in the 1980s and 1990s it appeared more than 12,000 times each decade, and since 2000 it has been mentioned over 14,000 times (ibid.). What makes motivation so important? In one word, the answer is “performance”. That is, managers across-the-board strive to achieve organizational goals by increasing efficiency and effectiveness. Although many factors contribute to productivity, job Performance is viewed to be the most influential one (Mitchell, 1982, p.82).

The role of motivation in performance can be summarized in the following formula: Performance = Ability x Understanding of the task x Motivation x Environment

Accordingly, in order to perform well employees need first to have the knowledge and skills that are required for the job. Then, they must understand what they are required to do and have the motivation to expand effort to do so. And last, employees need to work in an environment that allows them to carry out the task, e.g. by allocating sufficient resources (Mitchell, 1982, p.83). The multiplication sign in the equation emphasizes the importance of motivation – if motivation is equal to zero, even the most talented employee will not deliver. Similarly, an energized and highly motivated employee can reach good performance despite having some knowledge gaps Landy/Conte, 2010). A good example for the latter situation is a new worker or trainee, who joins the organization fully motivated to work, yet lacks skills and experience. The motivation to learn and develop will quickly outweigh the weaknesses.

The effects of motivation do not stop with performance. In the group of motivated employees there are fewer work accidents, fewer rates of ethical problems, less
employee turnover and lower levels of absenteeism (Jurkiewicz/Massey/Brown, 1998, p.246).

Motivated employees feel less stress, enjoy their work, and as a result have better physical and mental health (Robison, 2010). Furthermore, motivated employees are more committed to their organizations and show less insubordination and grievance (Jurkiewicz et al., 1998, p.246). They are also more creative, innovative, and responsive to customers, thus indirectly contributing to the long-term success of the organization. In short, motivated employees are the greatest asset of any organization.

Managers interact daily with front-line employees, especially in the case of junior and mid-level management. During these interactions supervisors unavoidably influence staff motivation with either good or bad results for the organization. For example, if you are a manager who does not offer feedback and shows no interest in the employee as a human being, it is natural for your subordinate to interpret this as a sign that you do not care about him/her (ibid.). And when continuously neglected, employees are likely to switch-off and resign inwardly, i.e. their motivation to work substantially decreases. Therefore, actively engaging in employee motivation should be one of the primary tasks of a manager (Jurkiewicz et al., 1998).

2.4 Concept of job satisfaction

The study of job satisfaction is a topic of wide interest to both people who work in organizations and people who study them. Job satisfaction has been closely related with many organizational phenomena such as motivation, performance, leadership, attitude, conflict, moral etc. Researchers have attempted to identify the various components of job satisfaction, measure the relative importance of each component of job satisfaction and examine what effects these components have on employees’ productivity.

Spector (1997) refers to job satisfaction in terms of how people feel about their jobs and different aspects of their jobs. Ellickson and Logsdon (2002) support this view
by defining job satisfaction as the extent to which employees like their work. Schermerhorn (1993) defines job satisfaction as an affective or emotional response towards various aspects of an employee’s work. C.R.Reilly(1991) defines job satisfaction as the feeling that a worker has about his job or a general attitude towards work or a job and it is influenced by the perception of one’s job. J.P. Wanous and E.E. Lawler (1972) refers job satisfaction is the sum of job facet satisfaction across all facets of a job. Abraham Maslow (1954) suggested that human needa from a five-level hierarchy ranging from physiological needs, safety, belongingess and love, esteem to self-actualization. Based on Maslow’s theory, job satisfaction has been approached by some researchers from the perspective of need fulfillment (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985)

Job satisfaction and dissatisfaction not only depends on the nature of the job, it also depend on the expectation what’s the job supply to an employee (Hussami, 2008). Lower convenience costs, higher organizational and social and intrinsic reward will increase job satisfaction (Mulinge and Mullier, 1998; Willem et al., 2007). Job satisfaction is complex phenomenon with multi facets (Fisher and Locke, 1992; Xie and Johns, 2000); it is influenced by the factors like salary, working environment, autonomy, communication, and organizational commitment (Lane, Esser, Holte and Anne, 2010; Vidal, Valle and Aragón, 2007; Fisher and Locke, 1992; Xie and Johns, 2000).

Different people interpret compensation differently. In this paper compensation, reward, recognition, and wages are terms used in different situations (Zobal, 1998). The compensation is defined by American Association is “cash and non-cash remuneration provided by the employer for services rendered” (ACA, p. 9). Salary was found to be the prime factor for the motivation and job satisfaction of salaried employees of the automobile industry from the results of the survey by Kathawala, Moore and Elmuti (1990). The survey tried to assess the various job characteristics and the way the employees ranked them as motivators and satisfiers. The results showed that compensation was ranked as the number one job element for job
satisfaction and increase in salary for performance was ranked as the number one job element for motivation. Compensation is very valuable tool for retention and turnover. It is also a motivator for an employee in commitment with the organization which in result enhances attraction and retention (Zobal, 1998; Moncarz et al., 2009; Chiu et al., 2002). It also works as communicator when it is given to employee against his services which shows how much an employee is valuable for its organization (Zobal, 1998).

The mentoring is used for development-orientation (Scandura and Williams, 2004). When a supervisor provides mentoring, the relationship affects the protégés skill development and intentions to remain with the employer (McManus and Russell, 1997). On the other hand non-supervisory mentor may increase mentee’s confidence by providing access to outside organization (Scandura and Williams, 2004). The immediate supervisor support is very important in organizational change. Although the support of supervisor is not very crucial in satisfaction but it has positive impact on satisfaction (Griffin, Patterson and West, 2001). According to Chakrabarty, Oubre, and Brown (2008) “perhaps the finest way in which supervisors can portray himself as a role model is to personally demonstrate proper techniques so that employee could understand how job should be done.” J.D. Politis (2001) has examined the roles played by leadership in the process of knowledge acquisition and a survey was carried out on 227 persons who have been engaged in knowledge acquisition activities to examine the relationship between leadership styles and knowledge acquisition attributes. The results showed that the leadership styles that involve human interaction and encourage participative decision-making are related positively to the skills essential knowledge acquisition.

According to the study conducted by Friedlander and Margulies (1969), it was discovered that management & friendly staff relationships contribute to the level of job satisfaction. However, this result contradicts with view of Herzberg (1966) who supported the view that supervision is irrelevant to the level of job satisfaction.

According to Frame (2004) work conditions are defined as an employee’s work place, work instruments, the work itself, organization policy, and organizational
rules. Arnold and Feldman (1996), promoted factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources as part of working conditions.

The worker would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions, amongst other things, can impact poorly on the worker’s mental and physical well-being (Baron and Greenberg, 2003). Robbins (2001) advocates that working conditions will influence job satisfaction, as employees are concerned with a comfortable physical work environment. In turn this will render a more positive level of job satisfaction. Arnold and Feldman (1996) shows that factors such as temperature, lighting, ventilation, hygiene, noise, working hours, and resources are all part of working conditions. Employees may feel that poor working conditions will only provoke negative performance, since their jobs are mentally and physically demanding.

According to James Brown (2007), he defines fairness as equal treatment, receiving the same services and benefits as other people. Fairness means different things to different people, and our view of whether or not something is fair often depends on the circumstances (Klesh, J. 1979). Competent employees are essential to the success of any organization. An important factor driving satisfaction in the service environment is service quality. One school of thought refers to service quality as a global assessment about a service category or a particular organization (PZB, 1988). Recently, it has been argued that satisfaction is generally viewed as a broader concept and service quality is a component of satisfaction (Zeithaml & Bitner, 2003). This is because satisfaction derives from various sources, such as service encounter satisfaction and overall satisfaction. In other words, a little satisfaction from each service encounter leads to overall satisfaction with the service. Various studies discussed shows that job satisfaction has been studied with relevance to co-worker behaviour supervisor behaviour, pay and promotion, organizational factors and other work related factors. In some studies the employees were highly satisfied or otherwise. The aim of this study is to determine the factors affecting employee job satisfaction in pharmaceuticals Companies. http://www.globalbizresearch.com
Since it was pioneered in the 1930s, the study of employees’ attitudes to their work and, more specially, of job satisfaction, has contributed a substantial body of knowledge about what makes people happy or unhappy with their jobs. (Locke, 1969) cited in Evans, p-3) Job satisfaction can be viewed as “a pleasurable or positive emotional state resulting from the appraisal of one’s job experience. (Locke, 1976).

When someone is satisfied with his job, that is job satisfaction. Or when any job has fulfilled one’s expectation that is job satisfaction. There are two approaches of job satisfaction. According to Hackman (1975) if you want X from your work then you are satisfied to the extent that it provides you with X. On the other hand the job characteristics model suggests the causes of job satisfaction are objective characteristics.

Basically, job satisfaction is about liking your job and finding fulfilment in what you do. It combines an individual’s feelings and emotions about how their job affects their personal lives. Paul Spector’s (1985) define job satisfaction as a cluster of evaluative feelings about the job. He identified 9 facets of job satisfaction.

1. Pay- amount and fairness or equity of salary.
2. Promotion-opportunities and fairness of promotion.
3. Supervision-fairness and competence at managerial tasks by one’s supervisor
4. Benefits- insurance, vacation, and fringe benefits
5. Contingent procedures-sense of respect, recognition and appreciation.
6. Operating procedure-policies, procedures, rules, perceived red tape.
7. Co-workers- perceived competence and pleasantness of one’s colleagues.
8. Nature of work- enjoyment of the actual tasks themselves.
9. Communication- sharing information within the organization (verbally or in writing)
There is no one definition that sums up job satisfaction but there are many theories on what contributes positively or negatively to those feelings. Stemple (2003) notes that “Today the classic theories of Maslow (1943), Herzberg (1968), and vroom (1964) on job satisfaction are the basis for much of the modern day studies. These classic theories have served as a basis for the evolution of job satisfaction research and have served as a springboard for research inside and outside the field of education. Because these classic theories have transcended into the field of education, from a historical perspective, it is important to look at the classic theories of job satisfaction. In their book on theories of job satisfaction, Campbell, Dunnettee, Lawler and Weik (1970) divide the present –day theories of job satisfaction into two groups, content theories which give an account of the factors that influence job satisfaction and process theories that try to give an account of the process by which variables such as expectations, needs, and values relate to the characteristics of the job to produce job satisfaction. Maslow (1943) Needs hierarchy theory and its development by Herzberg into the Two Factor theory of job satisfaction are examples of content theories. Equity, fulfilment and Vroom (1964) expectancy theory are examples of process theory.

2.5 Dimensions of job satisfaction

There are three important dimensions to job satisfaction. First, job satisfaction is an emotional response to a job situation. As such, it cannot be seen; it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. For example, if organizational participant feel that they are working much harder than others in the department but are receiving fewer rewards, they will probably have a negative attitude toward the work, the boss, and/or co-workers. They will be dissatisfied. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have a positive attitude towards the job. They will be job-satisfied. Third job satisfaction represents several related attitudes. Smith, Kendall, and Hullin have suggested that there are
five job dimensions that represent the most important characteristics of a job about which people have affective response. They are:

1. The work itself: the extent to which the job provides the individual with interesting tasks, opportunities for learning, and the chance to accept responsibility

2. Pay: The amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization

3. Promotion opportunities: the chances for advancement in the hierarchy

4. Supervision: the abilities of the supervisor to provide technical assistance and behavioural support

5. Co-workers: the degree to which fellow workers are technically proficient and socially supportive Luthans,( 1995)

2.6 Theories of motivation
Maslow’s Hierarchy of Needs

According to Pride et al. (2005) and Smoke (2005), Abraham Maslow is an American psychologist and is known for developing a theory of motivation based on a hierarchy of needs. Cambridge Advanced Learners Dictionary (2007) defined “need” as “to have or to want something very much”.

Maslow suggested that there are four basic needs that must be satisfied so that a person can act unselfishly. The four basic needs are psychological, safety, love, and esteem. He referred these needs as” deficiency needs”. Once these basic needs are fulfilled, other (or higher) needs will surface. When these are fulfilled, again other (or higher) needs will appear. And the same goes for these needs and the other (or higher) needs that follow. Maslow’s hierarchy of needs is illustrated as follow:-
Maslow’s hierarchy of needs shows that the basic human needs are psychological or survival needs; follows by safety needs; love, affection, and belongingness need; esteem needs; and self-actualization needs.

According to Smoke (2005) **physiological or survival needs** are basic needs such as water, air, food, sleep, sex and so on. For example, if an employee is sleep-deprived, he or she will feel discomfort and unable to concentrate in his or her task. Thus, he or she will have a strong urge to satisfy this need. However, Kreitner (2006) pointed out that nowadays, most employees have little difficulty in satisfying basic needs. Since these needs are already satisfied, the employees will move on to other (or higher) needs, which is safety needs. According to Maslow organisations must provide employees with a salary that enable them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any contribution to his organisation.
**Safety needs** are psychological in nature. This occupies the second level of needs. Safety needs are activated after physiological needs are met. They refer to the need for a secure working environment free from any threats or harms. Organisations can provide these needs by providing employees with safety working equipment e.g. hardhats, health insurance plans, fire protection etc. The rationale is that employees working in an environment free of harm do their jobs without fear of harm. Smoke (2005) explained that the security of a home and family is important in order to obtain consistency and stability. Therefore, human beings need home and family so that they will feel safe and secure. If a person is working in an area where the crime rate is high, he or she will definitely have a strong urge to transfer to another working area where it is safe so that they can work comfortably. This example is consistent with the statement made by Kreitner (2006) where he stated that some researchers found that there is a sudden increase of the need to feel safe at work among employees. This is because the employees ranked “feeling safe as work” as a very important factor. When the safety needs are satisfied, human beings will move to higher level of needs, which are love, affection and belongingness needs.

**Love, affection and belongingness needs**, which also known as social needs, can be fulfilled when a person is able to affiliate with the members of the same community in a meaningful way (Carducci, 2009). For example, when an employee wears the same t-shirt with his or her colleagues, the employee will feel a sense of belonging toward his or her job. Besides, human have the need to feel accepted and appreciated by others. According to Madura (2006), some firms even try to assist employees in achieving social needs by social events after working hours. Apart from that, it is part of human nature to have a partner so that a person will feel loved and supported. When love, affection and belongingness needs are fulfilled, human beings will move to a higher stage of needs, which are esteem needs.

**Esteem needs** this represents the fourth level of needs. It includes the need for self-respect and approval of others. Organisations introduce awards banquets to recognise distinguished achievements. Carducci (2009) describes that esteem needs as the needs to gain respects from others as well as the need to have self-respect. Pastorino et al. (2008) add that esteem needs encompass the need to achieve certain goals, gain
approval, and recognition from others. Madura (2006) explained that some workers can achieve esteem needs when they are promoted by their company or receive special recognition such as certificates for their work. Therefore, once these needs are satisfied, a person will advance to another higher level of needs, which are self-actualization needs.

**Lastly, self-actualization needs** are the highest level of need and it can be satisfied when one’s potential is realized (Pastrino et al., 2008). For example, if one is good at drawing, one will attend drawing classes, keep on practicing on one’s drawing skill, or visit drawing clinics in order to expand or maximize one’s potential. When these are done, self-actualization needs can be fulfilled. From this, one can seek for peace, aesthetic experience and self-fulfilment (Smoke, 2005). Kreitner (2006) adds that self-actualized employees will be able to become more creative and lead the organization to new directions. This occupies the last level at the top of the triangle. This refers to the need to become all that one is capable of being to develop one’s fullest potential. The rationale here holds to the point that self-actualised employees represent valuable assets to the organisation human resource.

**Organisational /managerial Applications of Maslows Need theory**

The greatest value of Maslows need theory lies in the practical implications it has for every management of organisations (Greenberg & Baron 2003 p.195). The rationale behind the theory lies on the fact that it’s able to suggest to managers how they can make their employees or subordinates become self-actualised. This is because self-actualised employees are likely to work at their maximum creative potentials. Therefore it is important to make employees meet this stage by helping meet their need organisations can take the following strategies to attain this stage.

**Recognise employee’s accomplishments:**

Recognising employee’s accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plagues etc.. According to (Greenberg & Baron 2003, p197) research carried out in GTE Data services in
Temple Terrace, Florida shows that awards are given to employees who develop ways of improving customer’s satisfaction or business performance. But it should be noted that according to Greenberg & Baron awards are effective at enhancing esteem only when they are clearly linked to desired behaviours. Awards that are too general fail to meet this specification.

**Provide financial security:** Financial security is an important type of safety need. So organisations to motivate their employees need to make them financially secured by involving them in profit sharing of the organisation. In a research carried out with AT&T and Wang showed that 50% of their employees received financial outplacement services to assist laid-off employees in securing new jobs.

**Provide opportunities to socialise:** Socialisation is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their performance. Research conducted on IBM shows that it holds a “family day” picnic each spring near its Armonk, New York headquarters.

**Promote a healthy work force:** Companies can help in keeping their Employees physiological needs by providing incentives to keep them healthy both in health and mentally. In a research carried out at the Hershey Foods Corporation and Southern California Edison Company showed that Employees are provided with insurance rebates with health lifestyles while extra premiums were given to those with risk habits like smoking.

Most research on the application of need theory found that although lower-level managers are able to satisfy only their deficiency needs on the jobs, managers at the top level of organisations are able to satisfy both their deficiency and growth needs (Greenberg & Baron 2003 p.194).

Apart from the above Herzberg’s, Two Factors theory will help me to get more ideas about job satisfaction among employees in public organizations.
Two factor Theory

Two factor theories propose that job satisfaction and dissatisfaction are in fact two separate dimensions. Job satisfaction is seen as running along with a continuum anchored from job neutral (neither job neither satisfied nor dissatisfied) to job satisfied.

According to Herzberg, people have two different categories of needs that are essentially independent of each other and affect behaviour in different ways. He found that when people felt dissatisfied with their jobs, they were concerned about the environment in which they were working. On the other hand when people felt good about their jobs, this had to do with the work itself. Herzberg called the first category of needs hygiene or maintenance factor. Hygiene because they describe people environment and serve the primary function of preventing job dissatisfaction. Maintenance-because they are not completely satisfied, they have to continue to be maintained. Herzberg called second category of needs motivators since they seemed to be effective in motivating people to superior performance. The motivator and the hygiene factors are as follows:

<table>
<thead>
<tr>
<th>Motivator Factors</th>
<th>Hygiene Factors</th>
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<tbody>
<tr>
<td>The job itself</td>
<td>Environment</td>
</tr>
<tr>
<td>Achievement</td>
<td>Policies and administration Supervision</td>
</tr>
<tr>
<td>Recognition</td>
<td>Working condition</td>
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<tr>
<td>and accomplishment</td>
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<tr>
<td>Challenging work</td>
<td>Interpersonal relation</td>
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<tr>
<td>Increased</td>
<td>Money, status, security</td>
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<tr>
<td>responsibility</td>
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<td>Growth and development</td>
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motivator factors are laid within the job itself while the hygiene factors are the environments of the job those prevent from being dissatisfied.

This research based on Herzberg’s Two-Factor Theory. He studied the way in which job satisfaction was related to the concept that man has two separate sets of needs including the avoidance of pain (animalistic) and psychological growth or self-actualization (humanistic) (Herzberg, 1966). His research (1959) analyzed the individual factors which lead to job satisfaction and the factors which lead to job dissatisfaction, how these factors were related to each other, and how they affected the overall well-being of the individual.

The qualitative study that led to the development of the Motivation-Hygiene theory was conducted on a sample of 200 engineers and accountants from 9 different companies who worked within 30 miles of Pittsburgh, (Herzberg, 1959). In face to face interviews, they were asked to give an example of a time in their life when they felt exceptionally good about their job and explain what reasons they had for feeling that way. The subjects were then asked to describe the events that took place which led to their attitudes about work being returned to what they perceived as normal. Finally, the whole interview process was repeated with the questions focusing on experiences that led to the participants feeling negatively toward their jobs and the events that helped to return their feelings to what they perceived as normal. The respondents were not limited as to the number of responses they gave and a total of 476 sequences of events were used in the study (Herzberg, 1966). Content analysis was performed to sort the data into categories and subcategories in the development of the analytic scheme.

Upon examination, there were two distinct groups of factors that effected either job satisfaction or job dissatisfaction. The first group was termed motivation factors, or satisfiers, because they actually determined the person’s level of job satisfaction. In Herzberg’s theory, these factors were related to long-term changes, psychological growth, and self-actualization which led to overall job satisfaction (1959). Motivation factors included “achievement, recognition, works itself, responsibility, and advancement” (Herzberg, 1966, pp. 72-73) and were associated with the actual
work that was done by the subject. These satisfiers were commonly described by respondents as being related to job satisfaction and rarely described as being related to job dissatisfaction. The second group of factors were considered hygiene factors, or dissatisfiers, because they were commonly related to job dissatisfaction and rarely related to job satisfaction. Hygiene factors could temporarily change an individual’s attitude toward their job and also play a role in avoiding unpleasantness, but the short term nature of these factors led to job dissatisfaction (Herzberg, 1959). These dissatisfiers included “company policy and administration, supervision, salary, interpersonal relations, and working conditions” (Herzberg, 1966, p. 74) and these were associated with the environment or context in which the subject worked.

Theory divides motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors. According to Frederick Herzberg, “the motivating factors are the six ‘job content’ factors that include achievement, recognition, work itself, responsibility, advancement, and possibility of growth. Hygiene factors are the ‘job context’ factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security” (Ruthankoon, 2003).

Basically the theory differentiates the factors between intrinsic motivators and extrinsic motivators. The intrinsic motivators, known as the job content factors, define things that the people actually do in their work; their responsibility and achievements. These factors are the ones that can contribute a great deal to the level of job satisfaction an employee feels at work. The job context factors, on the other hand, are the extrinsic factors that someone as an employee does not have much control over; they relate more to the environment in which people work than to the nature of the work itself (Schermerhorn, 2003).

Herzberg identifies these factors as the sources for job dissatisfaction. “Hertzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction.
Similarly, the opposite of dissatisfaction is no dissatisfaction. While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed” (“Herzberg’s Motivation-Hygiene Theory,” 2002).

The basic premise of the Two-Factor Theory is that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or co-worker, they need to address those factors that affect one’s job satisfaction. The most direct approach is to work on the intrinsic, job content factors. Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility.

Herzberg says, that “the only way to motivate the employee is to give him [her] challenging work in which he [she] can assume responsibility” (Leach, 2000). I think that this statement can be applied to any job within any industry. If the employee does not feel some responsibility associated with a certain task or department, he/she will not feel like their work is worthwhile. Also “people must believe that they are capable of attaining a goal before they will commit serious energy [or motivation] to it” (Hunsaker, 2005). Therefore, it is important to include your employees in the decision making and at times the job assignment or delegation. This will help the employee to feel more responsibility and in turn a higher level of motivation.

On the other hand, employers need to consider the level of job dissatisfaction among their employees as well. To directly approach the issue of dissatisfaction in the work place and to try and revitalize the environment a bit, employers need to focus on the hygiene or job context factors. For example if an employer brings in an ergonomic expert to alter the workstations in some way or change up some of the work teams, they might decide to turn the individual’s desk to face a certain direction or change something as little as the height of the employees’ chair, or position or style of the keyboard and computer monitor.

In the two-factor theory, job satisfaction and job dissatisfaction are totally separate dimensions. Therefore, when trying to improve a factor that effects job dissatisfaction, an extrinsic factor, such as the working conditions, this will not alter
the employees perception of whether they are satisfied with their work; it will only prevent them from being dissatisfied (Schermerhorn, 2003).

The following is a glance at each of the motivation factors according to Herzberg. **Achievement**: An example of positive achievement might be if an employee completes a task or project before the deadline and receives high reviews on the result, the satisfaction the employee feels would increase. However, if that same individual is unable to finish the project in time, or feels rushed and is unable to do the job well, the satisfaction level may decrease.

**Recognition**: When the employee receives the acknowledgement they deserve for a job well done, the satisfaction will increase. If the employees work is overlooked or criticized it will have the opposite effect.

**Work itself**: This involves the employees’ perception of whether the work is too difficult or challenging, too easy, boring or interesting.

**Responsibility**: This involves the degree of freedom an employee has to make their own decisions and implement their own ideas. The more liberty to take on that responsibility the more inclined the employee may be to work harder on the project, and be more satisfied with the result.

**Advancement**: This refers to the expected or unexpected possibility of promotion. An example of negative advancement would be if an employee did not receive an expected promotion or demotion.

**Possibility of Growth**: This motivation factor includes the chance one might have for advancement within the company. This could also include the opportunity to learn a new skill or trade. When the possibility/opportunity for growth is lacking or if the employee has reached the peak or glass ceiling, as it is sometimes referred to, this could have a negative effect on the satisfaction the employee feels with their job and position.
The following are the hygiene factors, which work in the same way with positive or negative attributes; however these factors can only have an effect on the dissatisfaction one feels.

**Company Policy or Administration:** An employee’s perception of whether the policies in place are good or bad or fair or not, change the level of dissatisfaction that employee will feel.

**Personal or Working Relationships:** This is those relationships one engages in with their supervisors, peers, and subordinates. How someone feels about the interaction and discussions that take place within the work environment can also effect dissatisfaction.

Working conditions: This includes the physical surroundings that one works within, such as the facilities or location.

**Salary:** This factor is fairly simple, the increase or decrease of wage or salary effects the dissatisfaction within a company a great deal.

**Personal Life:** Although people try to separate the two, work and personal life, it is inevitable that one will affect the other.

On the other hand, motivation factors, also known as job content factor (Mukherjee, 2009) such as recognition and advancement can easily contribute to a higher level of job satisfaction. According to Pattanayak (2005), motivation factors are able to encourage the employees to the extent that they are able to demonstrate superior effort and superior performance. Therefore, motivation factors are also known as being able to provide true motivation. Sapru (2006) added that motivation factors stem from human beings’ need to realize their true potential. The absence of these factors will not cause dissatisfaction though but positive satisfaction will not exist (Sapru, 2006).

2.7 **Factors affecting job satisfaction**

Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction (Abdullah et al., 2011) and found wages as the main factor
for job satisfaction, but other factors such as the promotion, recognition of work, and employees loyalty also considered. In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir et al., 2010). Ali and Ahmed (2009) concludes that due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance. Moreover positive and significant association found between job satisfaction and management practices such as team work, independence and leadership positions (Hunjra et al., 2010).

Hanif and Kamal (2009), argues that if companies makes favourable strategies and rules for the employees related to pay scales, policy development, staff input, and the work environment, may lead to employee engagement, satisfaction and increased employee loyalty with the organization because satisfied employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness. Abdulla et al. (2011) examines the relationship between job satisfaction and environmental and demographic factors and found environmental factors (such as salary, promotion and supervision) better predictors of job satisfaction as compared to demographic factors (such as sex, age and education level as well as other factors related to their work experience, such as job level, shift work, and years of experience). Rumman (2011) concludes that there is no statistically significant association between demographic factors, and their working environment in travel and tourism companies in Amman and a statistically significant correlation was found between the nature of the employee's job and job satisfaction in the travel and tourism companies in Amman.

Employee satisfaction relates to the design of compensation system for a business, because payment strategies based on compensation system and should appreciate (Lai, 2011). Lai (2011) argue that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. The study concludes that the intrinsic factors of motivation, including
recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction.

According to Locke (1976), there should be clear policies and strategies in the organization which makes easy for employees to understand their tasks and objectives etc because otherwise it may lead toward dissatisfaction. Abu Elanain (2009) recently argued that UAE employees prefer clear goals and objectives, well defined lines of authority, autonomy because of their high degree of uncertainty avoidance. Abdulla et al., (2011) identified communications and job stress an important determinant of job satisfaction and found no significant influence on job satisfaction whereas significant relationship found between job satisfaction and its determinants (salary and incentives, organizational policy and strategy and nature of the work).

In addition, significant differences found between the gender, qualifications, experience, job characteristics and job satisfaction (Ahmed et al., 2010). It can be concluded that the salary, promotion and training positively and significantly influence the job satisfaction. However, employees place more emphasis on pay and promotion of the program (Butt et al., 2007). Akbar et al., (2011) confirms that empowered employees leads towards higher levels of employee satisfaction (Akbar et al., 2011). Calisir et al. (2010) found a very strong influence of job satisfaction on organizational commitment whereas job stress and role ambiguity indirectly influence the willingness of employees to leave their jobs.

Hansia (2009) concluded that the majority of people or employees agree that personality type suits the work they do, and have the opportunity to do what they do best and they are also optimistic about their personal and professional life (Hansia, 2009). It is also argued that the procedures for recruitment and selection are an important predictor of job satisfaction of employees, and fair policy of recruitment and selection leads to employee satisfaction at work.
Work place environment:

Workplace, facets of employees and job discipline are related to working situations. Organization tasks and job activities training, capabilities, utilization, health, secure and working period is deal in it. Well-situated workplace, airing, illuminating and temperature, prominent, beneficial, neater work places and office places are consider in physical working circumstance (Ceylan, 1998). Employees want relax and ease surroundings and these factors regulate on employee job satisfaction. Organization gains employee satisfaction by supplied this environment. Physical job conditions primarily ascribed on low job satisfaction levels (De Troyer, 2000).

Reward and Recognition: In employee satisfaction, honour and acknowledgement are known as important component. Maurer (2001) proposed that organization success associate with employee satisfaction, through honour and respect, and conceive, these factors are important for job satisfaction (Jun et al., 2006). The research of Pascoe et al. (2002) identifies that deficiency of acknowledgement and external honour on employees’ work is important for system moral excellence because in acknowledge on a good job extending “encouragement honour” is chiefly predict in rules and principals by supervisors. Employee job satisfaction diminishes due to deficiency in recognition and rewarding. For gaining employees job satisfaction, it is necessary that management of organization foundation should originate the system that offering rewards and recognition on good work. Flynn (1998) indicated high intent between employees, rise their team spirit, functioning, motive of the employees can be maintain by rewards and recognition. The aim of recognition and reward program is to extent employee job satisfaction and set a system to compensate and collaborate it to the employees so that they relate their honour.

Teamwork: In groups, employees must have corporate jobs so that they clearly determine the performance of the collective jobs commonly (Delarue, 2003); the worker and leader both realized the teamwork as mortal task. It is described that efficient teamwork can prompt employees and amend employees’ jobs in the organization. Execution and self-power, Person liberty, implication, attaching with
team members and satisfaction are the origin to raise employees self-powered and motive through teamwork. Consorting to consequences of Rahman and Bullock’s (2005) that convinced relation among employees is developed by use of mutual work. In banking sector, we anticipate the same convinced relation among efficient teamwork and employee satisfaction. To the achiever of any business efficient teamwork is necessary. As “no man is an island” complete organization can be, stimulate due to good effects of fertile teamwork and organization can be lame due to bad effects of deficient teamwork. For efficient teamwork attracting and retaining are requires. For producing an efficient team it does not matter how difficult it is to tried people work mutually, the team will definitely fail without right people for right job. Teamwork is significant either you lead or work in team. In the banking sectors, we anticipate that convinced relation among efficient teamwork and employees expectations.

**Training and development:** Training provides chances to employees’ enhance their knowledge and skills for effective development (Jun et al., 2006). Trained workers are more satisfy to their job as compared to untrained employees (Saks, 1996). These training programs positively raise employees’ development that is good for competencies Martensen and Gronholdt (2001). By getting these training programs employees able to get self assured, evolution of career, and have positive thought for their companies (Jun et al., 2006). Aim of these training and management programs to amend employees’ skills and organization potentialities. Organization gets efficient and fertile employees brought back of their investment to make better their knowledge and capabilities. These programs also concentrated on employees’ individual and mutual functioning. The concept and execution of these training programs established on training, management needs, and these needs are discover by training analytical thinking. The time and money investment on these programs associated with organization delegation (Watad & Ospina, 1999)
2.8 Empirical literature review

The study by Saleem R, Mahmood A, and Mahmood A (2010) on Effects of Work Motivation on Job Satisfaction in Mobile Telecommunication Service Organizations of Pakistan, whose purpose was to determine the impact of work motivation on job satisfaction and exploring to what extent the employees are satisfied with different dimensions of their jobs, by using a survey–based descriptive research design, it was found that there was a positive relationship between the motivation and job satisfaction. Overall the employees were satisfied with their jobs and had their interest on their jobs. More than average employees are motivated to work for the organization. Some of the employees thought that they were not on their actual path and organizations hadn't fulfilled their commitments, what they did in the beginning especially regarding promotion.

They concluded that people are always the vital resource of the organization and at times they are neglected at their jobs which lead to their failure to perform. Despite all the facts, job satisfaction will be achieved when an employee is motivated to do work by his or her own will.

Another study made by Danish Q,R and Usman A(2010) on Job satisfaction and Motivation, The research aimed to determine the impact of incentives, rewards and recognition on employees of financial services, telecommunication, education, health manufacturing and other industries of both government and private sectors. Population of the study comprises of employees from all of these sectors in both private and public divisions in a major industrial city of Pakistan. The reason of including all these sectors is their positive and prominent growth in recent years in Pakistan.

The aim of the study was to explore the impact of reward and recognition on motivation and job satisfaction. Analysis has shown a close relationship between several dimensions of work motivation and satisfaction but recognition along with work itself and operating procedures have shown low mean values and insignificant relationship. In Pakistani context the employees think that there is a minor chance of appreciation from the boss on doing a good job. These deficiencies can be worked
out if the superiors motivate their juniors with proper recognition and appreciation even through minor things like asking their family problems. Employee’s participation in the decision making process will make them more courageous and enthusiastic towards working in the organization. On the other side the periodically salary increments, allowances, bonuses, fringe benefits and other compensations on regular and specific periods keeps their morale high and makes them more motivated. However the research is very important in building the relationship between employees and employer.

Tanjeen E. (2013) in his study on factors affecting job satisfaction of Telecommunication industries in Bangladesh, the methodology employed in attaining information about job satisfaction in telecommunication companies through a survey. His research focused on the factors affecting employee job satisfaction in selected telecommunication company. The primary descriptive results for each factor were as follows: In general the results were positive. Most of the employees tended to be satisfied with their job.

The factors that lead to highest satisfaction were working condition, job security and relationship with co-workers and pay. The factors that lead to lowest satisfaction are freedom, relationship with immediate supervisor and promotion.

In conclusion, the extensive study on telecommunication sectors in Bangladesh, it is revealed that employees are satisfied with some factors but there are also some factors that should be taking into consideration: Top level management should provide some sorts of autonomy and decision making power to their employees. Company should provide all the necessary resources (information, tools, equipments etc.) to the employees to perform their duties efficiently and effectively. Promotion structure should be rearranged. Manager should give more priorities on performance and efforts rather than on their personal characteristics. Manager should recognize the efforts of employees and appreciate their valuable performance towards organization.

The analysis of all the factors of the job satisfaction among the telecommunication sector of Bangladesh concludes that most of the employees working in are satisfied
with their working condition, pay, and relationship with colleagues. The study reveals some factors that are point of high concern to employees regarding their satisfaction. These factors are job security, promotion, relationship with superiors. This study recommended that job satisfaction can affect employee’s performance, confidence level, behaviour which is vital for the success of an organization. As success of an organization depends mostly on the performance of employees so they need to be satisfied.

The study by Frank Mulhern and Jenna Massey (2013) conducted an online survey on motivation and satisfaction among public sector employees. The survey was designed to evaluate employee perceptions of a training program that had taken place several months in the past. Included in the survey were several questions regarding employees’ overall perceptions and experiences in the workplace, perceptions about supervisors and descriptive information on the employees. The employees worked throughout the state in offices designed to facilitate in-person counselling services provided by the employees (hereafter referred to as counsellors) and their clients.

Of particular concern in this research setting was the morale, motivation and satisfaction of the counsellors. State employment counsellors are not paid well. They work in difficult situations given the nature of the clients they are serving, many of whom are chronically unemployed or lack the education or training necessary to make themselves attractive to employers. On the other hand, the employment counsellors, when asked about their jobs, frequently mentioned how rewarding it was to help people with their employment situations and to see the resulting improvements in the quality of the lives of clients and their families.

In Conclusions, it was revealed that the level of satisfaction and motivation are quite high and closely related to each other. The nature of employees’ relationships with supervisors is a major factor driving employee motivation and satisfaction. Combining this result with the positive feelings employees expressed about providing a valuable service to their clients, we can conclude that the people-related aspects of work are paramount in the quality of the work experience. This result
presents a challenge for managers because influencing interpersonal relationships at work is difficult. The administrative capabilities available to managers for things such as compensation, benefits, training and career development are not as important as the interpersonal relationships at work. The qualities of those relationships are more likely to result from the quality and nature of people hired, organizational culture and other intangible factors. Our results suggest that managers are better off considering interpersonal relationships as part of ongoing administrative practice and utilizing practices such as recognition and rewards to enhance the quality of relationships between supervisors and employees.

Ajang P,E“(2011) on his research, Assessing the role of work Motivation on Employee Performance, argued that the long-term survival of any organisation depends largely on the Motivation of its employees be it financial or non-financial. Therefore organisations should be willing to continuously and on regular basis, undertake employees surveys such as this one in order to understand what their employees expects from their current job. The result of such exercise could prove useful for the organisation, because knowing what their employees want and efforts in meeting these needs facilitate a mutual working environment for both the employees and its management. Finally I believe the results of this study and those presented and discussed in this thesis could be useful in helping organisations determine what motivates employees or job-related motivational preferences of their employees today and in the foreseeable future. The outcome of this research shows that Growth rather than Deficient factors are valued more by today’s employees. Therefore it would be interesting if further research with a much larger sample size could be undertaken to confirm either fully or partly the findings of this study. Further research could also consider other factors such as location of the organisation, other demographic factors and regional tendencies (for e.g. developed and developing countries).

A conceptual framework is an assemblage set of research concepts cum variables together with their logical relationships, often represented in the form of diagrams, charts, graphs, pictographs, flow-charts, organ grams or mathematical equations,(Ndunguru 2007).
In this study the conceptual frame work, shows the relationship between motivation and job satisfaction and their role in human resource management. Job becomes more interesting as a result of various job dimensions such as advancement of employees, responsibility, recognition, achievement, work itself and company administrative policies, in absence of these dimensions then it becomes difficult to manage human resources in an organization as a result unpleasant behaviour develop, such unpleasant behaviour includes but not limited to higher turnover rate, higher absenteeism rate, poor performance, low productivity, low job satisfaction, more grievances

Fig. 3 Conceptual Framework
CHAPTER THREE

3.0 Research methodology
Research Methodology is the systematic attempt or procedures that will be followed in this study. These procedures will help the researcher to avoid self deception in interpreting different findings.

3.1 Research design
The researcher employed the case study design. A Case study is an intensive description and analysis of a single situation. Case study frequently make use of qualitative data; however this is not always the case (Shaughnessy et al) as quantitative research can still employ case studies too. This type of design was selected by the researcher because case study design allows more research instruments and data collection techniques also the researcher is dealing with only one organization COSTECH.

3.2 Study area
The study covered most of the workers in the Tanzania Commission for Science and Technology (COSTECH) Dar es Salaam, and selection of staff in the regional offices. The selection of Dar es Salaam was based on the fact that it is the headquarters of the organization, and it was expected that the practice here will be representative of the government institutions while the regional staff will determine the interpretations within the far from the vicinity of the central government and controls.

3.3 Population of the study
For the purpose of this study, the target population was the employees of COSTECH headquarters office and COSTECH Zanzibar office which covered all employees of COSTECH. All the study covered all six departments in the head quarters office where a large number of people are engaged in. With the limitations of time and,
coverage was limited to officials and staff at COSTECH (management, technical, professionals and non management staff). That is because these categories are influenced by motivation and Job satisfaction in the organization.

3.4 Sample size
Sample must always be viewed as an approximation of the whole rather than as a whole in itself. It would be too difficult to study the whole population of the Tanzania Commission for Science and Technology (COSTECH) due to limited time and resources. The total sample which was selected in this study comprised 60 respondents out of 100 employees, a table bellow provides for a composition of a sample.

<table>
<thead>
<tr>
<th>Composition of sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category of respondents</td>
</tr>
<tr>
<td>Heads of departments</td>
</tr>
<tr>
<td>Officers</td>
</tr>
<tr>
<td>Non officers</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

3.5 Sampling techniques
In order to draw valid inferences in relation to the population, the researcher used two types of sampling techniques: which are: simple random sampling and judgemental/purposeful sampling technique.
3.5.1 Simple Random Sampling
Simple Random Sampling is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample was used by the researcher as it is meant to be an unbiased representation of a group. An example of a simple random sample would be a group of 25 employees chosen out of all in a company of 250 employees. In this case, the population is all 250 employees, and the sample is random because each employee has an equal chance of being chosen.

3.5.2 Purposive or judgemental Sampling
A researcher used this technique to select different employees from the Tanzania commission for Science and Technology who are in a good position to provide specific and rich information related to study in order to attain the study objectives. According to Singh (2007) purposive sampling can be useful for situations where a researcher needs to reach a targeted sample quickly and where a random process of selection or proportionality is not the primary concern. As a reason the researcher adopted the technique so that he could reach respondents quickly and thus it enabled the researcher to finish the process of data collection within the intended time.

3.6 Data collection methods.
In this study the researcher used both primary and secondary data collection methods.

3.6.1 Primary Data Collection Methods
Primary data is the data collected by the researcher himself/herself or by research assistants from the field for the purpose of answering a research question. Methods which were used to collect primary data included; interview, questionnaire and observation.
(a) **Interviews**

The interviews were conducted in order to solicit some information on the factors that influence employees’ motivation and job satisfaction in the organization. Also, the researcher used both structured and unstructured interviews when necessary. The researcher used interviews because of the following:

- Interview could clear misunderstanding between the researcher and respondents.
- Language of interview could be adapted to the ability of level of each individual.

(b) **Questionnaires**

The researcher used closed and open-ended questions to respondents who were selected. The researcher used open-ended questionnaires because they allowed respondents to give answers in their own way and it is useful where there are too many potential answers. Also, the researcher used closed-ended questionnaires because they provided direct answers to the respondents, easier to code and they consumed less time in responding.

(c) **Observation**

The researcher employed this method because observation allowed the collection of data at the time they occurred in the natural setting; also the researcher got first hand information.

### 3.6.2 Secondary Data Collection Methods

Secondary data sources were studied from literature sources like books, journals, reports, and other sources which enabled the researcher to conduct this study at the Tanzania Commission for Science and Technology.
3.7 Data analysis

The researcher edited coded, analyzed, and interpreted data of this study by using both qualitative and quantitative data analysis. Under Qualitative data analysis the researcher involved the use of descriptions about the facts of the problem. Under quantitative data analysis the researcher involved the computation of percentages and proportions so as to make clear some of the data in description.
CHAPTER FOUR
PRESENTATION OF RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction
In this chapter, the collected data are presented, analyzed and discussed based on research objectives. In this case, the main research objective was to assess the factors influencing job motivation and satisfaction among employees giving services in public organizations COSTECH being a case study and specific objectives were, To identify factors that lead to employees’ motivation at work place, To identify factors that lead to employees’ job satisfaction at work place and to determine the influence of employees’ motivation on job satisfaction at COSTECH.

The chapter starts to present the demographic characteristic of the sample population, focusing on age, sex, experience and educational background the aim is to reveal the type of population under study, other parts includes role of job motivation and satisfaction at COSTECH.

4.1 Demographical characteristics of respondents
The demographic characteristics of respondents was relevant to this study as they gave a clear picture of kind of respondents under study, in terms of experience, age and education level, the characteristics of respondents were examined so that to obtain respondents who are matured, experienced and educated capable of providing rational answers which enabled the researcher to obtain quality and reliable data.

4.2 Gender of respondents
Question 2 required respondents to indicate their gender. The results to this question are visually presented in table 4.1
Table 4.2 Gender of respondents

<table>
<thead>
<tr>
<th>Valid</th>
<th>Male</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>36</td>
<td>60.0</td>
<td>60.0</td>
<td>60.0</td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td>24</td>
<td>40.0</td>
<td>40.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source field data 2014

It is evident from table 4.2.1. that male respondents were in the vast majority form 60.0 percent while female cover 40.0 percent of the respondents though the difference but both gender were adequately represented in the study.

4.2.1 Age of respondents

Table 4.2 Age of respondents

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>05</td>
<td>36.0</td>
<td>36.0</td>
</tr>
<tr>
<td>31-40</td>
<td>15</td>
<td>26.0</td>
<td>26.0</td>
</tr>
<tr>
<td>41-50</td>
<td>25</td>
<td>12.0</td>
<td>12.0</td>
</tr>
<tr>
<td>51 - 60</td>
<td>15</td>
<td>26.0</td>
<td>26.0</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.00</td>
</tr>
</tbody>
</table>

Source field data 2014
From table 4.2.2 it is clear that respondents 36.0 percentages of respondents are aged between 20-30 years old. And 26.0 percentages of respondents are aged between 31-40, while 12.0 percentages of respondents are aged between 41-50 years old and 26.0 percentages of respondents are of the age 51-60 years old.

4.2.2 Education level and work Experience of Respondents

The respondents were asked about their education level basing on assumption that knowledge is fundamental in understanding the role of job motivation and satisfaction at COSTECH. And the work experience was asked since experience is crucial in understanding the magnitude of challenges facing job motivation practices at COSTECH. Table 4.3 illustrates the distribution of education level and work experience of respondents.

Table 4.3 Education level and work experience of respondents

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1-5</td>
</tr>
<tr>
<td>Diploma</td>
<td>6</td>
</tr>
<tr>
<td>Advance Diploma</td>
<td>3</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>16</td>
</tr>
<tr>
<td>Master Degree</td>
<td>2</td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>27</td>
</tr>
</tbody>
</table>

Source field data 2014
Referring table 4.3 it can be deduced that 6 respondents who are diploma holders had work with COSTECH for the period of 1 to 5 years, 3 of them for 6 to 10 years and 2 from 11 to 20 years, while 3 from 21 to 30 years and the last 1 above 31 years. In regard to advance diploma holders, 3 respondents had work with COSTECH for the period of 1 to 5 years, 1 respondent to 6 to 10 years 2 from 11 to 20 while 1 from 21 to 30 years and last 2 above 31 years. From the table it is evident that majority of respondents are degree holders 16 of them have been working with COSTECH for a period of 1 to 5 years and 2 for the period between 11 and 20 years and 1 respondent for 21 to 30 years and none of degree holders have a working experience of above 31 years. In relation to masters degree 2 respondents have a working experience of 1 to 5 years, 7 from 6 to 10 years and 1 from 21 to 30 and 4 respondents having experience of 11 to 20 years have Phd. And 1 who has a work experience between 21 and 30 years.

4.3 Factors that lead to employees’ motivation at work place
The first specific objective of the study was to identify factors that lead to employees’ motivation at COSTECH, before embark to this objectives employees were first asked if there is job motivation practices at COSTECH and their responses are as presented in table 4.4.

Table 4.4 Presence of Job Motivation practices at COSTECH

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>No</td>
<td>40</td>
<td>66.7</td>
</tr>
<tr>
<td>Yes</td>
<td>20</td>
<td>33.3</td>
<td>33.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source field data 2014
It is clear from Table 4.4 that 66.7 percentages of respondents indicate there is no presence and influences of job motivation practices at COSTECH and 33.3 percentages of respondents indicate that there is influences of job motivation practices at COSTECH.

Results from this part address specific objectives number one, the first specific objective was to assess worker and management perception on the influences of job motivation at COSTECH. First the researcher wanted to know if there are job motivation practices at COSTECH. From the finding it is clear that majority of respondents 66.7 percentage of respondents disagree that there is job motivation practices at COSTECH.

In addition to that the respondents were asked to indicate if there is a need for job motivation at COSTECH. Table 4.5 presents their responses.

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>40</td>
<td>66.0</td>
<td>66.0</td>
<td>66.0</td>
</tr>
<tr>
<td>No</td>
<td>13</td>
<td>22.0</td>
<td>22.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>88.0</td>
<td>100.0</td>
<td></td>
</tr>
<tr>
<td>Missing</td>
<td>7</td>
<td>12.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>System</td>
<td>60</td>
<td>100.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: field data 2014
Table 4.5 depicts that majority of respondents 66.0 percentage of respondents indicates that there a need for job motivation at COSTECH which will lead to employees satisfaction for better performance while minority of respondents 22.0 percentage of respondents denies that there is no need for job motivation practices at COSTECH.

Regarding the need for job motivation at COSTECH the researcher found that majority of respondents 66.0 percentage of respondents indicates there a need for job motivation practices, these findings concurs with the work by Sausa (2012) who reveal that an effective business model and organizational structure should emphasize job motivation, as does Theory Y. However, it has also become evident that there are multiple components that compose job motivation. Job motivation is “an area which when well considered, all business can grow. Job motivation and employee satisfaction is something that can always be improved and it is surprising that it has not been addressed effectively at COSTECH and this makes the organization fail in performing well in comparison to what it is supposed to deliver and this automatically fails the strategic plan accomplishment.

From table 4.5 is obvious that respondents who say there is a need for job motivation at COSTECH outweigh those who say no, for those reasons the respondents were asked to indicates the existence of job motivation practices at COSTECH to attain the objective, the list of indicators which were assumed by researcher to be useful in determining the existence of job motivation practices was provided.

4.4 Factors that lead to Employees’ Job Satisfaction at Workplace
The Second specific objective was to identify the factors that lead to employees’ job satisfaction at work place. At first instance the researcher was interested to know employees perception on whether they are satisfied with their job (work environments) in their organization and whether satisfaction of employees is given higher priority by the management (COSTECH). Here respondents were required to say yes or no, their responses were shown in table 4.6.
Table 4.6 Factors of job satisfaction at COSTECH

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>No</td>
<td>40</td>
<td>67.0</td>
<td>67.0</td>
</tr>
<tr>
<td></td>
<td>Yes</td>
<td>20</td>
<td>33.0</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: field data 2014

Table 4.6 Shows that the job satisfaction of employees at COSTECH, 67.0 percentages of respondents indicates that job satisfaction has not been given priority and hence performance must be affected negatively, while minority of respondents 33.0 percentage of respondents indicates that it has been given higher priority at COSTECH.

The findings reveal that majority of respondents, 67.0 percentages of respondents indicates that that job satisfaction factors are ignored and hence there is little financial compensation, there is no positive working environment, morale of work is low, work resources for accomplishing tasks are not given to the level required, job enrichment is not given priority and job enlargement and rotation has no chance in such a situation, there is poor management style that is not clear to those who are managed, the organization culture is not clear and employees involvement and empowerment has no consideration in the organization. After making an assessment on whether the factors that influence of job satisfaction are given priority at COSTECH, then the researcher made an assessment on role of job satisfaction on organizational performance. In order to archive this objectives then the researcher asked respondents to mention the role of job satisfaction on performance.

From the findings it was revealed that job satisfaction of employees helps in improving performance in any organization COSTECH being one of them in a number of ways but as seen above at COSTECH most of respondents do not get satisfied and put all their good efforts at work which would lead to achieving the
objectives of the organization by getting the required service to customers which are internal and external customers and quality of products and services would become the once expected by the organization. Also it was said by the respondents that through satisfaction all efforts are put at production increase and competitiveness of the products at the market where a lot of organizations are struggling to win the market but due to little/no satisfaction at COSTECH efforts for winning competitive market is down. Respondents indicates that job satisfaction has no influence on performance at COSTECH as there is good conflict management, reduction of unpleasant behaviour, reduction of work stress, reduction of absenteeism, increasing participation in work process, reduce labour turnover and lead to compliance with laws, similar observation were made by the work of Gupta (2008) who advance that usually job satisfaction is undertaken at the management initiative often with the management initiative, often with the assistance of behavioural scientists as consultants for analyzing the content of the job and designing a new job-structure. The management’s initiative is aroused by its perception of worker’s apathy and indifferent performance, high rate of absenteeism, and other symptoms which indicate that workers do not like the job they are doing. There is no one way of satisfying a job. The technology and the circumstances dictate which techniques or combination of techniques could be appropriate.

In relation to this findings Ghost (2000) explain that the goal of job satisfaction is not merely to make the work varied but to make “every employee a manager” an employee whose job is satisfying will perform the management functions of planning and control so far as his work. It changes behaviour directly while maintaining the change; it offers a chance to initiate other organizational changes and alter managerial style in long run it would help organization re-humanize rather than-dehumanize the people who work in them.
Table 4.7  Role of job satisfaction on job performance

<table>
<thead>
<tr>
<th>Dichotomy label</th>
<th>Name</th>
<th>Count</th>
<th>Percentages</th>
<th>Cases</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve performance</td>
<td>PERFORMANCE</td>
<td>42</td>
<td>17.3</td>
<td>58.5</td>
</tr>
<tr>
<td>Increase productivity</td>
<td>PRODUCTIVITY</td>
<td>37</td>
<td>21.6</td>
<td>73.2</td>
</tr>
<tr>
<td>Increase customer satisfaction</td>
<td>SATISFACTION</td>
<td>29</td>
<td>20.9</td>
<td>70.7</td>
</tr>
<tr>
<td>Increase work morale</td>
<td>MORALE</td>
<td>25</td>
<td>19.4</td>
<td>65.9</td>
</tr>
<tr>
<td>Facilitate team work</td>
<td>TEAM</td>
<td>27</td>
<td>20.9</td>
<td>70.7</td>
</tr>
<tr>
<td>Increase efficiency and efficient</td>
<td>EFFICIENT</td>
<td>26</td>
<td>12.0</td>
<td>56.5</td>
</tr>
<tr>
<td>Lead to person growth</td>
<td>GROWTH</td>
<td>31</td>
<td>14.3</td>
<td>67.4</td>
</tr>
</tbody>
</table>

Total responses 217 100.0 471.0

14 missing cases; 46 valid cases

Source: Field data 2014

From table 4.7 it is clear that 19.4 percentages of responses indicates that effective job motivation practices will help employees to increase job performance, 17.1 percentages of responses indicates that job motivation will help employees to become more productive, 13.4 percentage of responses indicates that job motivation and satisfaction increase customer satisfaction, 11.5 percentage of responses indicates that job motivation increase work morale, 12.4 percentage of responses indicate that job motivation facilitate team work while 12.0 percentage of responses indicates that job motivation and satisfaction increase efficiency and effectiveness.
and work process and the last 14.3 percentage of responses indicate that job motivation lead to person growth as training and development is highly considered.

The findings revealed that there are number of benefits COSTECH can realize by having effective job motivation and satisfaction to include the following 19.4 percentages of responses indicate that effective job motivation and satisfaction practices will help employees to increase job performance, 17.1 percentages of responses indicates that job motivation and satisfaction will help employees to become more productivity, 13.4 percentage of responses indicates that job motivation and satisfaction increase customer satisfaction, 11.5 percentage of responses indicates that job motivation and satisfaction increase work morale, 12.4 percentage of responses indicates that job motivation and satisfaction facilitate team work while 12.0 percentage of responses indicates that job motivation and satisfaction increase efficiency and effectiveness on work process and the last 14.3 percentage of responses indicate that job motivation and satisfaction lead to personal growth.

Similar findings were revealed by Prasad (2006) who stipulate that job motivation offer a number of benefits in the organization if applied properly, job motivation offers benefits to the jobholder as well as the organization. The job holder derives satisfaction from the job, in the form of recognition, achievement, and self actualization for him, the job itself becomes a sources of satisfaction, as his job performance improves, he develop a sense of feelings that he is contributing something positively to the organization, Armstrong (2007) contends that job Motivation aims to maximize the interest and challenge of work by providing the employee with a job that has these characteristics; it is a complete piece of work in the sense that the worker can identify a series of tasks or activities that end in a recognizable and definable products. It affords the employee as much variety, decision making responsibility and control as possible in carrying out the work. It provides direct feedback through the work itself on how well the employee if doing his or her job.
### 4.5 Influence of Motivation on job satisfaction at COSTECH

One of the objectives of this study was to determine the Influence of Motivation on job satisfaction at COSTECH. Before embark on this objective the researcher was interested in knowing supervisors perception on whether there is any influence of job motivation on job satisfaction. Table 4.8 present the findings

**Table 4.8 Influence of Motivation on job satisfaction at COSTECH**

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>3</td>
<td>42.9</td>
<td>42.9</td>
</tr>
<tr>
<td>Agree</td>
<td>1</td>
<td>14.3</td>
<td>14.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>14.3</td>
<td>14.3</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>2</td>
<td>28.6</td>
<td>28.6</td>
</tr>
<tr>
<td>Total</td>
<td>7</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

**Source field data 2014**

From table 4.8 it is very clear that majority of respondents 42.9 percentage of respondents strongly Disagree that there is Influence of Motivation on job satisfaction practices at COSTECH, 14.3 percentage of respondent agree and 14.3 percentages of respondents are neutral while 28.6 percentages of respondents strongly agree.

The findings of the study revealed that majority of respondents 42.9 percentage of respondents strongly Disagree that there are Influence of Motivation on job satisfaction at COSTECH, which means that motivation to COSTECH employees is not given priority but rather things move awkwardly without it and thus influence on job satisfaction is little as very few people in the organization are motivated and satisfied. This means that there are no set programmes for motivation and hence influence on satisfaction is for the little privileged employees.
Furthermore, the researcher was interested in knowing the constraints that COSTECH face in enhancing job motivation and satisfaction practices, to that end respondents were requested to determine the constraints COSTECH facing in job motivation and satisfaction practices, their responses are as shown by table 4.9

<table>
<thead>
<tr>
<th>Group 1 Challenges for job motivation and satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Value tabulated = 1)</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Pcs of Pcs of</td>
</tr>
<tr>
<td>DICOTOMY LABEL NAME COUNT RESPONSES CASES</td>
</tr>
<tr>
<td>Dislike more responsibility Responsibility 24 17.3 58.5</td>
</tr>
<tr>
<td>Dislike challenging work Work 30 21.6 73.2</td>
</tr>
<tr>
<td>Growth and development Growth 29 20.9 70.7</td>
</tr>
<tr>
<td>No clear feedback Feedback 27 19.4 65.9</td>
</tr>
<tr>
<td>Supervisors may feel undermined Supervisors 29 20.9 70.7</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Total responses 139 100.0 339.0</td>
</tr>
<tr>
<td>19 missing cases; 41 valid cases</td>
</tr>
</tbody>
</table>

**Source field data 2014**

From table 4.9 it is clear that 17.3 percentages of responses indicates that they dislike more responsibility and 21.6 percentages of responses indicate that they dislike challenging work. 20.9 percentages of responses indicates that there is no clear feedback on their performance, while 20.9 percentages of responses indicates that supervisors my feel undermined when job motivation is practiced.
From the findings various constraints for effective job motivation practices at COSTECH were raised by respondents as follows 17.3 percentages of responses indicates that they dislike more responsibility and 21.6 percentages of responses indicate that they dislike challenging work. 20.9 percentages of responses indicates that there is no growth and development at COSTECH and 19.4 percentages of responses indicates that there is no clear feedback on their performance, while 20.9 percent of response indicates that supervisors my feel undermined when job motivation is practiced.

The respondents were asked to comment on effectiveness of job motivation practices at COSTECH their responses are as presented in table 4.10.

Table 4.10 Comments on effectiveness of job motivation

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid Very strong</td>
<td>9</td>
<td>15.0</td>
<td>15.0</td>
</tr>
<tr>
<td>Strong</td>
<td>11</td>
<td>18.3</td>
<td>18.3</td>
</tr>
<tr>
<td>Neutral</td>
<td>4</td>
<td>6.7</td>
<td>6.7</td>
</tr>
<tr>
<td>Very weak</td>
<td>25</td>
<td>41.7</td>
<td>41.7</td>
</tr>
<tr>
<td>Weak</td>
<td>11</td>
<td>18.3</td>
<td>18.3</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100.0</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source field data 2012

From table 4.10 it can be deducted that 15.0 percentage of respondents comment that job motivation practices at COSTECH is very strong, 18.0 percentage of respondents indicates that it is strong, 6.7 percentage of respondents are neutral, while 41.7 respondents indicates that it is very weak and 18.3 respondents indicate that the effectiveness of job motivation and hence job satisfaction is a weak.
Moreover the respondents were given a room to give out their perception on impact of having ineffective job motivation and satisfaction practices at COSTECH, chart 4.4 presents their responses.
CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS OF THE STUDY

5.0 Introduction
This part presents the summary of work conclusion policy implication of the study plus area for further research.

5.1 Summary of the Study
The main theme of this paper was to assess the factors influencing job motivation and satisfaction among employees giving services in public organizations, COSTECH being a case study. To accomplish the task various specific objectives were established, the first specific objectives was intended to identify factors that lead to employees’ motivation at COSTECH. Through the study it was revealed that, despite having various practices of job motivation factors which play a great role in human resource management at COSTECH, also they have a positive influence on job performance, but a number of constraints for the motivation practices were identified. The constraints which lead to an ineffective job motivation practices which affect COSTECH in a number of ways. In order to accomplish the task various methods and instruments for data collection to include interview, non participatory-observation and questionnaire were used.

5.2 Conclusion
On the basis of the findings analysis and discussions, the researcher made various conclusions that include;

There are various practices which reflect little existence of job motivation as among the way of improving employees’ performance at COSTECH. Most of the respondents on the questionnaires and interview and through observation showed that the practices of motivation which lead to employees being satisfied and hence lead higher performance, higher productivity, higher organizational profit, higher customer care and higher employee retention are very minimal. The result shows
most of the job dimensions are not taken care of at COSTECH. This means that advancement of employees is little and not planned, no recognition is given for good work done, personal and working relationship is not given higher priority, and there is no proper company policy and administrative policies. Employees few in number agree that they get achievements from their job the thing which influence them to stay and work with COSTECH but most of the remaining number of employees just stay in their job because they have spent most of their time here and by leaving COSTECH they may lose some of their terminal benefits, apart from the respondents show that their work do not allows them to use different skills and talents as most of their works are not appreciated hence making them discouraged in applying the skills that they have for more improvement and success of the organization. In addition, very few respondents admits that their influenced by their job since there is increase of responsibilities which made the to not perform repetitive task, moreover very little number of respondents agree that their work is so challenging and this facilitate them to like it, on top of that respondents agree that there is no or little potential growth and development in their organization, also very few respondents agree that their job provides substantial freedom, independence, and discretion in determining the procedures to be used in carrying it out as most show that they are most of the time interfered and no freedom from their side is given in performing their jobs, lastly most of respondents indicate that their job does not provides them with clear information about the effectiveness of their performance (feedback on performance) all this reflects little existence of job motivation and satisfaction of employees at COSTECH.

Majority of the respondents agree that job motivation is useful and leads to satisfaction which brings about performance improvement in organizations but at COSTECH, the motivation practices are minimal and this lead to poor performance and dissatisfaction to most of the employees which make them unhappy in staying with the organization , job motivation means a lot to organizations like COSTECH since it influences job satisfaction the things which are useful in attaining maximum utilization of human resource through gaining effective and efficient performance, also it was found that due to little job motivation the component of peace and
harmony at COSTECH and which goes to a few employees it has not been easy facilitate conflict management, and reduce unpleasant behaviour as a results it becomes not ease to manage human resources at COSTECH which obviously reduces the level of performance, apart from that it was found that due to lack/little job motivation increase work stress, labour turnover and work place absenteeism and this causes organization unease to manage employees and archive their full potentialities. Again from there it was found that since job motivation and satisfaction was to fewer employees increased participation in work process and compliance with laws and regulation at workplace was found to those who got motivated and satisfied who were not the majority and managing human resource become not easier as adherence to law and procedures was not maximum while they fully engaged to work as most of them are not motivated and satisfied , this made the core objective of human resource management is letting things done though people not successful. 

Despite the fact that job motivation plays a lot of roles on employees job performance and gives the positive picture of organizational performance through helping employees to increase job performance, helping employees to become more productivity, increase customer satisfaction, increase work morale facilitate team, increases efficiency and effectiveness on work process and the last job motivation lead to person growth, unfortunately it was found that job motivation has a lot of limitation at COSTECH as it was not fully appreciated by top managements as a way of making employees happy to perform their duties as it was indicated by respondents that supervisors do not support most of the motivational practices which make employees get satisfied and work for their organization with all efforts and lead to high performance and success of the organization as well. And also most of respondents indicate that they dislike more responsibility, that they dislike challenging work. Most of them indicate that there is no growth and development at COTECH, most of them indicates that there is no clear feedback on their performance and hence this limits the effectiveness practices of job performance. And due to the ineffectiveness of job motivation and satisfaction practices then COSTECH experience low performance and ineffective job motivation has lead to
grievances between workers at COSTECH and this might even be noticed by strangers coming to visit COSTECH.

5.3 Recommendations
In order to improve motivational practices and boost performance of COSTECH, the following should be done:-

Regardless of the effort or how it is packaged, measures to improve job Motivation are ultimately intended to benefit the business. Employer efforts to enhance effective job Motivation practices which lead to employees’ satisfaction will never be completely successful or long lasting because motivation is dependent upon someone fulfilling a condition or expectation, and the outcome may or may not satisfy. Despite these realities, employees still expect employers to make the job more motivating, while employers still feel an obligation to try.

Supervisors and managers at COSTECH should be trained to understand the psyche behind motivation, and eventually improve it and also they should be trained to improve the skills on how to effective motivate their employees.

Management of COSTECH should design job in such a way as to build in the opportunity for achievement, recognition, responsibility and person growth. It provides a worker greater autonomy and responsibility in carrying out a complete task and with timely feedback on his performance in order to attain job enrichment.

The employees should be given adequate benefits arising out of job enrichment. There is a need for communicating the results of job enrichment to the employees. This way, they feel more involved in the organization and take greater interest in their jobs.

Management of COSTECH should not basically concentrate more on financial incentives but also to noon financial incentives since people feel motivated in various ways, what motivate one employee not necessarily to motivate the other so management should take in-depth study of employees behaviour in determining form
of motivation, from various literature it is recommended that, organizations should strive to motivate through job enrichment to attain maximum performance.

The observation shows that COSTECH do not have sustainable career development plan which helps employees to be developed according to their careers so that the gaps in performance can be cured and make the organization’s performance competitive in the environment it is located and other industries of the same type. This case COSTECH should design career development for all cadres as part of motivation and satisfaction.

It was also noted through research done that COSTECH has not been preparing the internal work force for acquiring the positions that are above their title (Succession) and this makes people be discouraged and demotivated as the positions have to be announced and the positions be taken by people from the labour market. Therefore, COSTECH is advised to have succession so that people are prepared to cover the positions that are above them when people retire or leave the organization which is one of the motivating factors and employees get satisfied working with COSTECH which will raise internal and external customers.

It was also noted that COSTECH do not have clear employees responsibilities according to ones qualification and merits, this leads to discouragement of employees in performing to their best for the organization. This being the case COSTECH has to prepare clear employees responsibilities according to their professions and qualification which will make employees motivated and satisfied hence work for the organization very productively.

It was noted that not all COSTECH employees are valued equally so that they feel that they belong to COSTECH. It is therefore recommended that there should be equal value of employees so that the whole team work for the achievement of the Strategic plan of COSTECH which will lead The Tanzania Commission for Science and technology improve performance and be seen at the market as a performing organization.
Another recommendation is that it was noted that COSTECH has no incentive scheme which is very necessary for any organization be it private or public. These are Employee motivational program designed to encourage commitment to increasing productivity or in achieving some worthwhile objective such as reducing the number of man-hours lost due to accidents.

Apart from the above, it is recommended that since there has been a gap of communicating what is always agreed by the management for the organizational development and performance improvement, there should be communication to the subordinates so that the organization works as one team.

5.4 Areas for Further Research
Ongoing research should provide more in-depth understanding of the effects of employee attitudes and job motivation on organization measures, such as job enrichment and financial measures. Greater insights on the relationship between employee attitudes and business performance should assist HR professionals as they strive to enhance the essential people side of the business in a highly competitive, global arena.

As the findings of this research are based only on one organization, COSTECH, which is one of many organizations under the Ministry of Communication Science and Technology, there is a need to conduct more research on job motivation and satisfaction and its implications on performance and human resource management in all organizations which are under the Ministry. Only then will the extent of role of job motivation and satisfaction as a tool for human resource management COSTECH which has impact on performance will be known,
REFERENCES


Handbook of Organizational Behavior, Prentice-Hall.


Young, B.C. (2000), “Methods of Motivating: Yesterday and Today” Available at:

http://acedemic.empria.edu


http://www.tutor2u.net/bussiness/people/motivation_theory_herzberg.asp


This questionnaire is used as a guide to investigate public service employees’ job satisfaction and motivation under the research titled “Job Satisfaction and Employees’ Motivation among Public Organizations”: A case studies of The Tanzania Commission for Science and Technology (COSTECH) in Dar es Salaam. The purpose of this research is to fulfil the requirement for the award of MSc. HRM degree of Mzumbe University (MU). The confidentiality of the respondents’ opinions is ensured in the use of the information gathered from them.

**PART ONE: Demographical Data**

Gender male _____ Female ______

Age

<table>
<thead>
<tr>
<th>Age</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20 – 30</td>
<td></td>
</tr>
<tr>
<td>31 – 40</td>
<td></td>
</tr>
<tr>
<td>41 – 50</td>
<td></td>
</tr>
<tr>
<td>51 – 60</td>
<td></td>
</tr>
</tbody>
</table>

Education Background

<table>
<thead>
<tr>
<th>Certificate</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td></td>
</tr>
<tr>
<td>Advanced Diploma</td>
<td></td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td></td>
</tr>
<tr>
<td>Masters Degree</td>
<td></td>
</tr>
<tr>
<td>Doctorate</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

Work Experience
Please indicate your marital status

----------------------------------------

Please indicate your current position

----------------------------------------

<table>
<thead>
<tr>
<th>1-5 Years</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6-10</td>
<td></td>
</tr>
<tr>
<td>11-20</td>
<td></td>
</tr>
<tr>
<td>21-30</td>
<td></td>
</tr>
<tr>
<td>31 and above</td>
<td></td>
</tr>
</tbody>
</table>
PART 2: JOB MOTIVATION AND SATISFACTION AT THE TANZANIA COMMISSION FOR SCIENCE AND TECHNOLOGY (COSTECH)

From a professional perspective, how satisfied are you with your current position at The Tanzania Commission for Science and Technology?

Satisfied

Dissatisfied

Minimal satisfaction

Do you enjoy going to work and performing to your best?

Yes

No

What are the reasons that make you stay at your present job? (Check all that apply)

<table>
<thead>
<tr>
<th>Influence of job motivation and satisfaction</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
<th>No options or uncertain</th>
</tr>
</thead>
<tbody>
<tr>
<td>My work is so challenging</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The recognition I receive for my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The achievement receive from my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The increased responsibilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Potential growth and development in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
My work allows me to use different

I perform my job beginning to end with a visible outcome

My work has substantial impact on the lives or works of the other people

My job provides substantial freedom, independence and discretion in determining the procedures to be used in carrying it out

My job provides me with clear information about the effectiveness of my performance

Limitations for job motivation and satisfaction

What are the challenges that you meet at your present job?

<table>
<thead>
<tr>
<th></th>
<th>Strong agree</th>
<th>agree</th>
<th>disagree</th>
<th>Strongly Disagree</th>
<th>No options or uncertain</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing in responsibility affect my performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I do not prefer challenging works</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I am not interested in meeting challenging demands</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My prestige is being undermined when greater authority is delegated to employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My job do not provide me with clear information about the effectiveness of my performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Other challenges

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
Role of Job Motivation and satisfaction

What are the benefits that you meet at your present job? (Check all that apply)

<table>
<thead>
<tr>
<th></th>
<th>Always</th>
<th>Sometimes</th>
<th>Never</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>My work is challenging and motivating</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The recognition I get from my job satisfies me</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The achievement I get from work increases my performance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>My work content influence me to stay at my organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>My work leads to my unpleasant behaviour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>My work leads me to unpleasant behaviour</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>My work makes me to become more productive</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Any other benefits

____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________
____________________________________________________________________

What would be the five (5) greatest things your employer could do to make your job motivating?
### Budget and Work Plan for Research Work for MSc. HRM at Mzumbe University

<table>
<thead>
<tr>
<th>Activity</th>
<th>Description</th>
<th>Cost (Tsh)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Production of research Proposal</td>
<td>Printing</td>
<td>350,000/=</td>
</tr>
<tr>
<td>Data Collection</td>
<td>Transport cost</td>
<td>260,000/=</td>
</tr>
<tr>
<td></td>
<td>Allowance (30 days)</td>
<td>900,000/=</td>
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<tr>
<td></td>
<td>2 Enumerators (30 days)</td>
<td>900,000/=</td>
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<tr>
<td></td>
<td>Focus Group Discussion (4 sessions)</td>
<td>1,200,000/=</td>
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<tr>
<td>Data Analysis and Report writing</td>
<td>Data analysis package (SPSS)</td>
<td>150,000/=</td>
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<tr>
<td></td>
<td>Statistician</td>
<td>900,000/=</td>
</tr>
<tr>
<td>Editor</td>
<td>Editing the final draft</td>
<td>300,000/=</td>
</tr>
<tr>
<td>Dissertation production</td>
<td>Loose binding</td>
<td>200,000/=</td>
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<tr>
<td></td>
<td>Hard binding</td>
<td>500,000=</td>
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<tr>
<td>Total</td>
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<td>5,660,000/=</td>
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### Scheduled Activities and Duration

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
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<tbody>
<tr>
<td></td>
<td>D J F M</td>
<td>A M J J A S</td>
</tr>
<tr>
<td>Activity</td>
<td></td>
<td></td>
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<tr>
<td>Literature review</td>
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<tr>
<td>Proposal writing and Presentation</td>
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<tr>
<td>Data Collection</td>
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<tr>
<td>Task</td>
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<td>2</td>
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<tr>
<td>Data processing and analysis</td>
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<tr>
<td>Report writing and submission</td>
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</tr>
<tr>
<td>Hard binding and submission</td>
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