EXPLORING THE FACTORS THAT MOTIVATE EMPLOYEES IN PUBLIC ORGANIZATION IN TANZANIA
A CASE STUDY OF MUHIMBILI ORTHOPEADIC INSTITUTE (MOI)
EXPLORING THE FACTORS THAT MOTIVATE EMPLOYEES IN PUBLIC ORGANIZATION IN TANZANIA
A CASE STUDY OF MUHIMBILI ORTHOPEADIC INSTITUTE (MOI)

By
Gillian Karubi

A Dissertation Submitted in Partial Fulfilment of the Requirements for the Degree of Master of Science in Human Resource (MSc HRM) Management of Mzumbe University
CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a research report entitled Exploration of the Factors that Motivate Employee in Public Organization in Tanzania: The case of Muhimbili Orthopedic Institute.

_________________
Major Supervisor

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Internal Examiner

Accepted for the Board of ………………………………………

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DEAN/ DIRECTOR, FACULTY/DIRECTORATE/SCHOOL/BOARD
DECLARATION

I, Gillian Karubi, declare that this report is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

Signature____________________________

Date_________________________________

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I would especially like to give thanks to, my research supervisor Madame Nora Msuya for her technical and material support throughout the research process. Also, my sincere appreciation to my beloved parents Aristarchus and Juliana Karubi, also, my siblings Raymond, Albert and Reuben for their consistent support and advice throughout my studies. Last but not least, I would like to give my sincere gratitude to my beloved friends who have supported me and encouraged me tirelessly.

May God bless you all
DEDICATION

I dedicate this research to my parents Brig Gen Aristarchus Karubi and Mrs. Juliana Karubi. Thank You for the love, immense encouragement and support. God bless you.
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<td>MOI</td>
<td>Muhimbili Orthopeadic Institute</td>
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<td>MU</td>
<td>Mzumbe University</td>
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<tr>
<td>PSM</td>
<td>Public Service Management</td>
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<td>RHRO</td>
<td>Regional Human Resource Officer</td>
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ABSTRACT

This research aimed at exploring the factors that motivate employees in Public Organizations. The study was conducted at Muhimbili Orthopeadic Institute. It was set to explore whether at MOI motivation schemes are practiced, exploring if motivation polices are in place, exploring the factors that motivate employees and exploring the factors that affect motivation practices at Muhimbili Orthopeadic Institute.

Different methods were used in obtaining the data. The Researcher obtained a sample of 120 employees by using simple random and purposive sampling designs which is 50% of the targeted population. Both primary and secondary methods of data collection were used. Data was collected through questionnaires, observations, interviews, documentary reviews. Both quantitative and qualitative techniques were used in obtaining the data.

Findings of the study show that the main motivation at MOI are attractive remuneration, medical assistance, provision of loans, career development, working environment and promotion. Also, the study shows that, there are various motivation policies at MOI such as Medical assistance, Training policy, Leave allowance policy, Recruitment policy, Promotion policy, Remuneration policy and Demotion policy. As for the factors that hinder the organization to design and implement a desirable employee motivation, the study revealed budgetary constraints, complexity of human needs and economic fluctuations.

The Study recommends that the Authority should have a proper way of rewarding its employees in accordance with one’s actual performance, make change in motivating employees according to their needs, should improve leave allowances to its employees, should present proper budget to the government in order to practice motivation to its employees in a good way.
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CHAPTER ONE

1.0 Background of the Problem

Motivation is the activation of goal-oriented behavior. Motivation is said to be intrinsic or extrinsic. The term is generally used for humans but, theoretically, it can also be used to describe the causes for animal behavior as well. According to various theories, motivation may be rooted in the basic need to minimize physical pain and maximize pleasure, or it may include specific needs such as eating and resting, or a desired object, hobby, goal, state of being, ideal, or it may be attributed to less-apparent reasons such as altruism, selfishness, morality, or avoiding mortality. Conceptually, motivation should not be confused with either volition or optimism.

The success of any organization largely depends on the motivating of its employees; unfortunately, there is no exact formula to determine how to motivate any particular group of people. The fact is we are all motivated by different things. Research and observations show that well motivated employees are more productive and creative. Conversely the less or poorly they perform their duties. In every organization the rate of earning of the organization is vitally dependent on the work quality of its employees, and if the employees show a lack of motivation at their assigned jobs, it would cost the organization a great deal of loss.

Motivated employees are needed in rapidly changing workplaces because they help organizations survive, motivated employees are more productive. To be effective, managers need to understand what motivates employees within the content of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes consistently. For example different research suggests that as employees’ income increases money becomes less of a motivator. It is therefore important for managers to understand “what motivates each of his employees” so that they can contribute to the development of the organization.
Motivation is a chronic problem in various organizations in Tanzania and other parts of the world, most of them are emphasizing the goals of the organization while they forget their employees without knowing that well motivated employees are more creative and productive. Managers must also know how employees are satisfied with the motivation so that the organization goals can be achieved; these stimulated the researcher to carry out the study so as to determine whether the employees at MOI are well motivated.

1.1 Statement of the Problem

Typically, employees are not given priority in many organizations; managers are unable to know that without caring for their employees the services would be bad. Organization needs resources in order to operate well and grow, employees are the most important resources to be given the first priority hence they need to be rewarded and motivated. It is with motivation that employees are expected to perform effectively.

For any organization to become successful it needs strong motivation policy. Motivation keeps the employees in a place where an employee’s knowledge and skill can be better utilized, therefore the study attempted to explore the factors that motivate employees in public organization.

1.2 General Objectives of the Study

The main objective of this study was to explore the factors that motivate employees in public organization in Tanzania.

1.3 Specific Objectives of the Study

(i) To identify the motivation schemes in place in public organizations.
(ii) To identify the motivation policy in public organizations
(iii) To identify the factors for employees motivation in public organizations.
(iv) To find out the reasons that constrains efforts to motivate employees in public organizations.
1.4 Research Questions

(i) What motivation schemes are in place?
(ii) Is motivation policy in place?
(iii) What factors motivate employees in public organizations?
(iv) What reasons constrain efforts to motivate employees in public organizations?

1.5 Significance of the Study

The study helps the organization to make effective and efficient utilization of the existing human resource.

The study enabled the researcher to gain experience on conducting research.

The study has provided useful input in formulating strategies for carrying out successful motivation to the stuff.

The study has provided useful material for reference to the student and other researcher.
CHAPTER TWO

LITERATURE REVIEW

This chapter includes theoretical and empirical literature review. In theoretical review concerns the reading of books, journals, files, articles in internet, records and other reports.

2.1 An Overview of Motivation
Motivation is related to the motives of the people by what they are moved and activated to achieve their goals. Motivation may be understood differently by different people as incentives to work, motives to achieve goals, desire to possess something useful, drives to come forward for understanding performance and so on. The Latin word 'Movere' is the basis of motivation. ‘Movere’ means to move.
Motivation is the spirit of the people which is ignited by something, such as a message, appeal and so on. Since the level of self realization, spirit and power is different in different people, motivational factors have varying degrees of impact upon them. People are motivated by certain situations and actions. Some situations and actions are more interesting and highly inspiring than others and they are used for motivational purposes.

In an organization, the job design, managerial relationship, reward system, performance appraisal and interaction with employees are important components of motivation. Motivational factors may be viewed from the angles of individual characteristics, supervisory factors, organizational factors, external factors, and so on. The meaning, types and theories of motivation are discussed in this chapter.

2.2. Definition of Motivation
The meaning of motivation has been given in different ways by different authors. According to Armstrong (2006:263) Motivation is getting the people to move in the direction you want them to go in order to achieve a desired result. Motivation can be
defined as goal directed behavior. People are motivated when they expect that a course of action as likely to lead to attainment of a goal and a valued reward. William B. (1985) defined Motivation as a person’s drive to take an action because that person wants to do so. If people are punished they are merely reacting pressure. They act because they feel that they have to. However if they are motivated they make a positive choice to do something because they see this as meaningful to them. Their action for example may satisfy some of their needs. Robbins, SP (1996) Motivation is defined as the willingness to exert high level of efforts towards organizational goals. Motivation can be done by the managers through identifying training needs of their employees, some jobs problems, promotions, rewards, good working conditions, challenging jobs, payments and other monetary incentives.

Kneitler (1986) identified motivation through rewards and defines reward as the material and psychological pay off for doing something. These pay offs can have great impacts on how long and hard someone works. A person who is pleased with the outcome/consequence of work is likely to put more efforts that the one’s feeling displeased. According to steers and potter (1979) motivation is under the employee’s control. Most behaviors that are seen as influenced by motivation (e.g. effort on the job) typically are viewed as actions the individual has chosen to do so, motivation becomes the degree to which an individual wants and choose to engage in certain specified behaviors. Armstrong (2003) defines motivation as concerned with the factors that influence people to behave in a certain ways. He further prescribed motivation as what makes people act or behave in a certain way. Atkinson (1964) says the more technical definition given by social scientists that motivation is the psychological process that cause the arousal, direction and persistence at behavior.

Motivation from a psychological perspective has various definitions, many of which directly relate to the way a business or a manager may look to employ it. Motivation is generally what energizes, maintains, and controls behavior; it acts as a stimulus for desirable actions. Motivation results in goal-directed behavior that employs foresight as to the way in which that energy is being used, underlining that the energy input will act as an investment toward a preferable outcome. The importance of this from a
professional standpoint is enormous, as much of what employees do is specifically delegated to capture present or future value for their company.

Rajput (2011), contends that the word motivation is derived from a Latin word “Movere” which literally means “to move”. They defined motivation as “the individual’s desire to demonstrate the behaviour and reflects willingness to expend effort”. Motivation can be divided into extrinsic and intrinsic motivation.

Extrinsic motivation refers to external factors, which can be measured in monetary terms, such as salary and benefits, promotion and disciplinary action. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. Intrinsic motivation refers to internal factors such as job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenging work and opportunities for development. Intrinsic motivators which are concerned with the „quality of working life” are likely to have a deeper and longer term effect. These two different aspects of motivation are connected to each other and cannot be seen in isolation.

Golembiewski (1973), also refers to motivation as the degree of readiness of an organization to pursue some designated goal and implies the determination of the nature and locus of the forces inducing the degree of readiness.
Kelly (1974), says motivation has to do with the forces that maintain and alter the direction, quality and intensity of behaviour.

According to Hoy and Miskel (1987), employee motivation is the complex forces, drivers, needs, tension states, or other mechanisms that start and maintain voluntary activity directed towards the achievement of personal goals. In short, Dessler (2001), defines motivation as the intensity of a person’s desire to engage in some activity. From the above definitions some issues are brought to mind that deal with what starts and energizes human behavior, how those forces are directed and sustained as well as the outcomes they bring about (performance). The level of these drives, energies, and abilities can influence how employees performance at the GCB Limited.
Ifinedo (2003), demonstrates that a motivated worker is easy to spot by his or her agility, dedication, enthusiasm, focus, zeal, and general performance and contribution to organizational objectives and goals. All organizations are concerned with what should be done to achieve sustained high levels of performance through people. This means giving close attention to how individuals can best be motivated through such means as incentives, rewards, leadership and, importantly, the work they do and the organization’s context within which they carry out that work. The aim is to develop motivation processes and a work environment that will help to ensure that individuals deliver results in accordance with the expectations of management.

According to Butkus & Green (1999), motivation is derived from the word “motivate”, means to move push or persuade to act for satisfying a need. Baron (1983), defined motivation in his own right he says that motivation is a set of process concerned with a kid of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation has a goal directed behaviour. This objective nature of motivation is also suggested by Kreitner and Kinicki (2001 p.162) put forward that motivation represents “those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed”. In another term, a motivated person has the awareness of specific goals that must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel et al (2001) Mullins (2006), indicates that, the study of motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is „why do people do what they do?” In general terms, motivation can be described as the direction and persistence of action. It is concerned with why people choose a particular course of action in preference to others, and why they continue with a chosen action, often over a long period, and in the face of difficulties and problems. Motivation is one of the key ingredients in employee performance and productivity. Even when people have clear work objectives, the right skills, and a supportive work environment, they would not get the job done without sufficient motivation to achieve those work objectives (Mullins, 2006). Motivation refers to the forces within a person that affect his or her direction,
intensity and persistence of voluntary behaviour. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence), toward a particular goal or direction (Mullins, 2006)

The importance of motivation in the workplace is straightforward theoretically, but difficult to measure empirically. Ascertaining the level in which high motivation results in higher productivity is difficult to pinpoint, as an individual's drive is difficult to measure through metrics. However, it is widely accepted that motivated employees generate higher value and more substantial levels of achievement. The management of motivation is therefore a critical element of success in any business, allowing the input of human resources to be maximized in regard to fulfilling the potential output expected.

Salary is often enough to keep employees working for an organization, but not necessarily enough to capitalize on their full potential. Herzberg's theory (discussed in the first organizational behavior atom) emphasizes that, while salary is enough to avoid dissatisfaction, it is not necessarily enough to propel employees to increase their levels of achievement. Understanding the internal and external motivations, and moving beyond the "needs" section, is where this value can be attained. Furthermore, employees that are not motivated beyond the incentive of salary and benefits tend to decline in output over time. This fact lends strength to the argument that motivated employees are a critical aspect of a successful team or company.
Generally, motivation in the workplace can be approached through four specific theoretical frameworks: needs-based, cognitive processes, behavioral, and job-based. Needs-based theories represent the basic concept that motivation is achieved through fulfilling the needs of a particular employee, through tangibles such as salary to intangibles such as fulfillment. Cognitive process theories postulate that employees naturally desire an equitable relationship, deriving the compensation they expect based upon the value they provide. Behavioral theories revolve around reinforcement and conditioning, providing positive incentives to promote preferable behaviors. Job-based theories revolve around the idea that compensation is only enough to avoid dissatisfaction, and that motivation is best achieved through employees being self-motivated based upon fulfillment and interest in the work.

2.3 Basic Model of Motivation
Motivation is based on need which is a feeling of lacking something. A feeling of need or unsatisfied need creates tension that stimulates drives within individuals.
These drives generate search behavior to find ways of satisfying the needs. It will try to achieve the goals. Satisfied needs reduce the tension and provide satisfaction.

2.4 Types of Motivation
Motivation has been observed in different forms and types, depending upon various environments, opportunities, goals, abilities and many other factors. These motivational factors are mainly divided into primary motivation and secondary motivation.

2.4.1 Primary Motivation
Many motivation drives and motives are unknown to the individual, although they exist in them and motivate them indirectly. Since these drives and motives are physically attached to people, they are known as primary motivations. They are biological, and the word primary does not mean that these motives take precedence over other motives.

Primary motivations are basically related to human needs for psychological satisfaction. Primary motivations are unlearned and natural, relating to physiological needs. Primary motivation may be of a general type which is naturally felt by the individual. They are competence motives, curiosity and affection. These primary motivational drives use manipulation and activity to achieve satisfaction. Satisfaction here means the fulfillment of basic human needs.

2.4.2 Secondary Motivation
Secondary motivation is learned whereas primary drives are unlearned and are as natural as feelings of thirsty, hunger etc. secondary motives are learned and realized as result of development. As human beings develop and learn many new ways of satisfaction and comfort, secondary motives crop up, which prevail in a cultured and educated society. Secondary motives do not remain secondary in a developed organization; rather they become essential for moving the activities of educated people.
They become prime movers of developed people, because it is natural to feel these needs. Many authors have emphasized the separation of secondary motivation from primary motivation to retain the identity of each. Secondary motives are always learned. They are achievement motivation, affiliation motivation and power motivation.

2.5 Importance of Motivation to Employees and Organization

(i) Effective’s use of Resources
In business, all physical resources are got to be used through human force. Effective and efficient use of these resources depends on the ability and readiness of workforce. Thus term of highly motivated employees greatly help in making optimum use of available resources for achieving objectives.

(ii) Higher efficiency
Motivation is defectively related to the level of efficiency. Highly motivated employees make full use of their energy and other abilities to raise the existing level of efficiency. They produce more as compared to other employees.

(iii) Accomplishment of Organizational Goals
As started earlier, the process of motivation helps in shaping the working behavior of the employees and making it desirable for achieving objectives. Highly motivated employees would make goal directed efforts. They are more committed send cooperative for organizational goals.

(iv) Reduces labor Turnover and Absenteeism
Highly motivated employees are the most important and valuable assets of the organization. They are more loyal and sincere; therefore, they remain punctual regular in their work schedule and prefer to stay on the job for longer period of time. These factors help in reducing absenteeism and labor turnover.
(v) **Healthy Industrial Relation**
Motivation is considered as a backbone of good relation. Effectively motivated employees get more satisfaction and carry high morally which makes them more disciplined. In such a situation, the possibilities of industrial relations get improved.

(vi) **Improved Corporate Image**
Motivation helps in improving an image of the organization. If employees are motivated they produce more they maintain self discipline and productive internal environment in the organization ultimately gives better impression to the outsides dealing with an organization and its image is enhanced.

2.6 **Theories of Motivation**
Theories of motivation are classified into Traditional model, Human relation model, Human resource model and Contemporary motivation theories.

2.6.1 **Maslow’s Hierarchy of Needs Theory**
One of the earliest and best known needs-based theories is needs hierarchy theory. Developed by psychologist Abraham Maslow, this theory condenses the numerous needs that scholars have identified into a hierarchy of five basic categories. At the bottom are physiological needs, which include the need to satisfy biological requirements for food, air, water and shelter. Next are safety needs – the need for a secure and stable environment and the absence of pain, threat, or illness. Belongingness includes the need for love, affection, and interaction with other people. Esteem includes self esteem through personal achievement as well as social esteem through recognition and respect from others. At the top of the hierarchy is self actualization, which represents the need for self fulfillment a sense that the person’s potential has been realized.

Maslow studied what he called exemplary people, such as Albert Einstein, Jane Addams, Eleanor Roosevelt, and Frederick Douglass. Maslow's hierarchy of needs is often portrayed in the shape of a pyramid, with the largest and most fundamental
levels of needs at the bottom. While Maslow never used a pyramid to represent the levels, a pyramid has become the de facto way to represent the hierarchy. Maslow recognized that we are motivated simultaneously by several needs, but behavior is mostly motivated by the lowest unsatisfied need at the time. As the person satisfies a lower level need, the next higher need in hierarchy becomes the primary motivator.

This is known as the satisfaction—progression process. Even if a person is unable to satisfy a higher need, he or she will be motivated by it until it is eventually satisfied. Physiological needs are initially the most important and people are motivated to satisfy them first. As they become gratified, safety needs are satisfied, belongingness needs become most important, and so forth. The exception to the satisfaction—progression process is self—actualization, they desire more rather than less of this need. Maslow’s needs hierarchy is one of the best—known organizational behavior theories and is still widely cited in professional publications.

However, scholars have mostly dismissed Maslow’s theory because it is much too rigid to explain the dynamic and unstable characteristics of employee needs. Researchers have found that individual needs do not cluster neatly around the five categories described in the model. Moreover, gratification of one need level does not necessarily lead to increased motivation to satisfy the next higher level.

**Maslow’s needs hierarchy**

| Self - actualization |
| Esteem |
| Belongingness |
| Safety |
| Physiological |

**Alderfer’s ERG theory**

| Growth |
| Relatedness |
| Existence |

**Figure 1.**
The most fundamental and basic four layers of the pyramid contain what Maslow called "deficiency needs," including esteem, friendship and love, security, and physical needs. With the exception of the most fundamental (physiological) needs, if these deficiency needs are not met, the body gives no physical indication, but the individual feels anxious and tense, including in their work environments. Maslow's theory suggests that the most basic level of needs must be met before an individual will strongly desire (or be motivated by) secondary or higher level needs. Maslow also coined the term "metamotivation" to describe the motivation of people who go beyond the scope of the basic needs and strive for constant betterment.

Physiological needs. For the most part, physiological needs are obvious – they are the literal requirements for human survival. If these requirements are not met, the human body simply cannot continue to function. Physiological needs are the most dominant of all the other needs. Therefore, the human that lacks food, love, esteem, or safety would consider the greatest of those needs to be food.

Safety needs. With one's physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior. In the absence of physical safety – war, natural disaster, or childhood abuse, for example – people re-experience those stressful situations. This is more likely to be found in children because they have a greater need to feel safe. However, safety can also affect workplace dynamics. For example, an unsafe work environment can put an employee at risk and also impair his or her motivation.

Love and belonging. After physiological and safety needs are fulfilled, the third layer of human needs is interpersonal and involves feelings of belongingness. The need is especially strong in childhood and can override the need for safety, as witnessed in children who cling to abusive parents. Deficiencies such as hospitalization, neglect, can impact an individual's ability to form and maintain emotionally significant relationships.

Esteem. All humans have a need to be respected and to respect themselves. Esteem is the normal human desire to be accepted and valued by others. People need to engage
themselves in activities, either professional or personal, to gain recognition and a sense of contribution. Imbalances at this level can result in low self-esteem or an inferiority complex. Esteem needs can intersect with motivation in the workplace.

Self-actualization. "What a man can be, he must be." This forms the basis of the perceived need for self-actualization. This level of need pertains to what a person's full potential is, and then the need to realize that potential. Maslow describes this desire as the desire to become everything that one is capable of becoming. This is a broad definition of the need for self-actualization, but when applied to individuals the need is specific. For example, one individual may have the strong desire to become an ideal parent, another to become a professional athlete, and another an artist. Self-actualization can also be pursued through one's work; thus, the desire for self-actualization can intersect with motivation in the workplace.

### 2.6.2 Erg Theory

ERG was developed by organizational behavior scholar Clayton Alderfer to overcome the problems with Maslow’s needs hierarchy theory. ERG theory groups human needs into three broad categories: existence, relatedness, and growth. (Notice that the theory’s name is based on the first letter of each need) As figure 2.7.2 (a) illustrates, existence needs correspond to Maslow’s physiological and safety needs. Relatedness needs refer mainly to Maslow’s belongingness needs. Growth needs correspond to Maslow’s esteem and self–actualization needs.

Existence needs include a person’s physiological and physically related safety needs, such as the need for food, shelter, and safe working conditions. Relatedness needs include a person’s need to interact with other people, receive public recognition and feel secure around people (i.e interpersonal safety.) Growth needs consist of a person’s self–esteem through personal achievement as well as the concept of self–actualization presented in Maslow’s model.

ERG theory states that an employee’s behavior is motivated simultaneously by more than one need level. Thus, you might try to satisfy your growth needs (such as by
completing an assignment exceptionally well) even though your relatedness needs aren’t completely satisfied.

However, ERG theory applies the satisfaction progression process described in Maslow’s needs hierarchy model, so lower needs tend to dominate a person’s motivation until they are satisfied. As existence needs are satisfied, for example relatedness needs become more important.

Unlike Maslow’s model, however, ERG theory includes a frustration – regression process, whereby those who are unable to satisfy a higher need become frustrated and regress back to the next lower need level. For example, if existence and relatedness needs have been satisfied, but growth need fulfillment has been blocked, we become frustrated and relatedness needs will again emerge as the dominant source of motivation.

ERG theory has received better research support than Maslow’s needs hierarchy, mainly because human needs cluster more neatly around the three categories proposed by Aldefer than the five categories in Maslow’s hierarchy. The combined processes of satisfaction – progression and frustration – regression also provide a more complete explanation of why employees needs change over time. However, scholars increasingly doubt that human beings inherently have the same needs hierarchy. Instead, some argue that people prioritize their needs around their personal values. Others suggest that people change their needs priority as they alter their personal and social identify. Specifically, employees tend to driven by growth needs when they see themselves as unique (personal identity) and by relatedness needs when they define themselves in terms of their group memberships (social identity).

In summary, people might have a needs hierarchy, but it is probably not hardwired in human nature, as ERG theory and Maslow’s needs hierarchy theory assume.

The existence group is concerned with providing our basic material existence requirements. They include the items that Maslow considered to be physiological and safety needs. The second group of needs is those of relatedness, the desire we have
for maintaining important interpersonal relationships. These social and status desires require interaction with others if they are to be satisfied, and they align with Maslow's social need and the external component of Maslow's esteem classification. Finally, Alderfer isolates growth needs, an intrinsic desire for personal development. These include the intrinsic component from Maslow's esteem category and the characteristics included under self-actualization.

Alderfer categorized the lower order needs (physiological and safety) into the existence category. He fit Maslow's interpersonal love and esteem needs into the relatedness category. The growth category contains the self-actualization and self-esteem needs. Alderfer also proposed a regression theory to go along with the ERG theory. He said that when needs in a higher category are not met, then individuals redouble the efforts invested in a lower category need. For example, if self-actualization or self-esteem is not met then individuals, will invest more effort in the relatedness category in the hopes of achieving the higher need they lack.

2.6.3 Mcclelland’s Theory of Needs

David Mc Clelland’s achievement motivation theory envisions that, a person has a need for three things but differs in degrees to which the various needs influence their behavior: Need for achievement, need for power, and need for affiliation. This theory was developed by David Mc Clelland and his associates.

McClelland's Need Theory, created by psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context. People who are achievement-motivated typically prefer to master a task or situation. This motivational need stems from a person's desire to influence, teach, or encourage others.

The theory focuses on three needs, which are achievement, power and affiliation. They are defined as follows:-
Need for achievement (nAch): A learned need in which people want to accomplish reasonably challenging goals through their own efforts, like to be successful in competitive situations, and desire unambiguous feedback regarding their success.

Need for affiliation (nAff): A learned need in which people seek approval from others, conform to their wishes and expectations, and avoid conflict and confrontation.

Need for power (nPow): refers to a desire to control one’s environment, including people and material resources.

People who are achievement-motivated typically prefer to master a task or situation. They prefer working on tasks of moderate difficulty, in which the results are based on their effort rather than on luck, and to receive feedback on their work. Those who desire affiliation, however, prefer to spend time creating and maintaining social relationships, enjoy being a part of groups and have a desire to feel loved and accepted. People in this group may not make effective managers because they may worry too much about how others will feel about them.

In his theory, people are not placed into categories but rather have degrees of these needs; No one is only in 'one group' of these needs. The balance of needs brings out a profile. Needs do not explain competencies in any area. One can have high needs in one area and still be effective in an area where these needs are not necessarily fulfilled.

This motivational need stems from a person's desire to influence, teach, or encourage others. People in this category enjoy work and place a high value on discipline. The downside to this motivational type is that group goals can become zero-sum in nature. For one person to win, another must lose. However, this can be positively applied to help accomplish group goals and to help others in the group feel competent about their work.

McClelland proposes that those in top management positions should have a high need for power and a low need for affiliation. He also believes that although
individuals with a need for achievement can make good managers, they are not suited to being in top management positions.

2.6.4 Expectancy Theory of Motivation
The expectancy theory was propounded by Victor Vroom in 1994. Content theories, viz. need hierarchy, ERG and hygiene theories, did not adequately explain the process of motivation. The expectancy theory amongst the other process theories, viz., attribution theory, cognitive theory and equity, has been considered a more effective and useful theory of motivation. The expectancy theory is based on the expectation of salary increases, promotions, rewards, and bonus in the future.

Expectancy theory is about the mental processes involved in making choices. In organizational behavior, expectancy theory embraces how motivation was defined by Victor Vroom. Vroom proposed that a person decides to behave in a certain way because they select a behavior over other behaviors due to the expected result of the selected behavior. For example, a person will be willing to work harder if they think it will get them a reward that is worth the extra effort.

In essence, the motivation of behavior selection is determined by the desirability of the reward. However, at the core of the theory is the cognitive process of how an individual processes the different motivational elements. Processing is done before making the ultimate choice. The reward, therefore, is not the sole determining factor in making the decision of how to behave because the person has to predict whether or not they will actually earn and receive the reward.

Individuals work hard because they anticipate more rewards in the future. The strength of an expectation is powerful factor of motivation. Individuals are motivated by the attractiveness of the outcome. An employee is motivated to exert a high level of effort when he believes that the effort will lead to good performance and reward. An individual effort will lead to high performance which will help in the development of the organization and employees’ satisfaction in the form of higher pay, perks, bonus, recognition and personal satisfaction.
The expectancy theory assumes that there is a direct relation between effort and performance, performance, and reward and personal satisfaction through the achievement of personal goals. A given amount of effort will lead to performance, and a higher performance will enhance reward which will satisfy the organisation and the employees.

Components of the expectancy theory, (Porter and Lawler; 1979; …) have defined the expectancy theory by providing the following formula:-

Valence x Expectancy x Instrumentality = Motivation

Motivation on expectancy is based on valence and instrumentality. The three factors, viz. valence, expectancy and instrumentality, are discussed in detail to demonstrate the motivational aspects of the theory.

(i) Valence is the strength of an employee’s preference for a particular outcome. The strength of one’s preference toward the reward is valence. How much an employee prefers a reward to influence him is his valence for the reward. It is one’s strong desire for achieving a goal. For example, if an employee prefers promotion to higher pay, promotion is his valence.

(ii) Expectancy is the perceived belief that a particular effort will most probably lead to a particular outcome and performance. It is strength of belief of performance as the valence is the strength of preference.

(iii) The degree of belief may vary from 0 to 1, where there is no certainty of performance at all, it is zero expectancy, and when performance is assured, the certainty or expectancy is one.

(iv) Instrumentality refers to an employee’s belief that a reward will be received if the task is complete. Employees have the firm belief that the organization values their performances, and awards will be given contingent upon their performances. They believe that high performance will lead to high rewards and low performance leads to low reward.

Expectancy theory can help managers understand how individuals are motivated to make decisions regarding various behavioral alternatives. In order to enhance the
connection between performance and outcomes, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the connection between effort and performance, managers should engage in training to improve employee capabilities and help employees believe that added effort will in fact lead to better performance.

### 2.7 Basic Model of Motivation

Motivation is based on need which is a feeling of lacking something. A feeling of need or unsatisfied need creates tension that stimulates drives within individuals. These drives generate search behavior to find ways of satisfying the needs. It will try to achieve the goals. Satisfied needs reduce the tension and provide satisfaction.

**Figure 2.2: Basic Model of Motivation**

![Figure 2.2: Basic Model of Motivation](image)

**Figure 2.**
2.8 Importance of Motivation

The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates themselves to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. Robert (2005), reported that the manager job is to ensure the work done through employees are satisfied and the employees are self motivated towards their work rather than just being directed.

The managers “involvement is not so much important in the motivation of employees. The employees should motivate themselves to work hard. The major issue in all services organizations is the motivation of employees whether they are skilled or unskilled or professionals. Employee motivation is also a major issue for the commercial banks. It is a today”s challenge for the management in this competitive world to motivate employees to offer efficient and good services that customers expect so for. The employees” motivation, their enthusiastic and energetic fulfillment towards task fulfillment play key role in successes of an organization to benefit (Cheng, 1995). According to Petcharak (2002), one of the functions of human resource manager is related to ensure employees” workplace motivation. The human resource manager”s function should be to assist the general manager in keeping the employees satisfied with their jobs. Another goal in organization is the goal for the services manager is to develop motivated employees and encourage their morale regarding their respective works. The employee work morale, such as supervisors, peers, organization, and work environment can be defined in a sense that the employee has the feeling and be conscious about all aspects of the job. The performance is poor if the employee is not satisfied and happy. Workplace dissatisfaction often leads organization and its employees” poor performance.

2.9 Levels of Employee Motivation

According to research conducted by Mosley, Megginson, and Pietri (2001), there are three levels of employees” motivations.
a. The direction of an employees’ behavior. It relates to those behaviors which
the Individuals choose to perform.

b. The level of effort. It refers to how hard the individual is willing to work on the
behavior.

c. The level of persistence. It refers to the individual’s willingness to behave
despite obstacles. They found that management can make use of different
tactics, strategies and policies to motivate employees in work settings, but
different tactics, strategies and policies would have a different motivational
impact on diverse people. 24 Daschler and Ninemeier (1989), conducted
research and investigated what employees may seek from the work
environment. Their discussion reviews some of employee-related concerns that
can be found in the venue of strategies to employees’ motivation.

- Employees are individuals that come from different backgrounds, they
have different education with different experiences and their different
family classes are all the factors in which their needs be located.

- The primary interest of employees is to satisfy their personal needs,
ambitions, desires and goals.

- An employee wants to satisfy its basic needs, linked to survival and
security concerns and desire to belong, to generate positive feelings from
within and from others, and to be self-fulfilled.

- Most employees want
(i) fair and consistent company policies in matters affecting them;
(ii) management they can respect and trust;
(iii) adequate working relationships with managers and co-
workers;
(iv) acceptable salaries and working environment;
(v) appropriate job security assurance;
(vi) favourable job status.

The other important factors that can fulfill and motivate employees are: challenging
work, work that yields a sense of personal accomplishment, expression of
appreciation for good performance, increased responsibility and the chance to grow
in the job, the feeling of importance and making a contribution to the organization, and participation in job-related matters that affect the employees. The research conducted by Dr. Kashifurrehman et al. (2007), in Pakistan measuring the effect of Human Resource Strategies like pay, promotion and training on job satisfaction. Their study was focused on workforce of service based companies in Pakistan. They concluded from their research that pay, promotion and training had positive and significant impact on job satisfaction. They argued and suggested that employees in Pakistan give more importance to pay and promotion than training. Al Jenaibi (2010), explored the sense of job satisfaction and the struggles employees face in government organizations by using a case study of different organizations in the UAE. Job satisfaction occurs when someone feels he/she has proficiency, value, and is worthy of recognition.

Therefore, job satisfaction is a worker’s sense of achievement and is generally noted to be directly associated with improved efficiency as well as to personal welfare. Job satisfaction is the belief of the employee that he/she is doing a good job, enjoying the process, and being suitably rewarded for the effort. Job satisfaction is a measure of how happy workers are with their jobs and work environment. Keeping morale high among workers is of fabulous benefit to any company, as content workers will be more likely to produce more results, take fewer days off, and remain loyal to the company. Job satisfaction is an essential factor that affects employees’ initiative and enthusiasm. A lack of job satisfaction can lead to increased absenteeism and unnecessary turnover in the workplace. Job satisfaction increases the degree of happiness in the workplace, which leads to a positive work approach. A satisfied worker is creative, flexible, innovative, and loyal. Job satisfaction in general means the work force is motivated and committed to high quality performance. Improving the quality of working life will help employees to increase productivity (the quantity and quality of output per hour worked). The main finding of their research is that job satisfaction is based on effective management, communication, facilities, and benefits, including salaries, technologies, and future job directions.
2.10 Performance Measurement

There are numerous methods to measure employee’s performance appraisal but some of these methods are not suitable in some cases. Effective appraisal systems should address clarity, openness, and fairness; recognize productivity through rewards; and be cognizant of appraiser leadership qualities (Winston & Creamer, 1997).

Performance Appraisal Methods

Decenzo and Robbins (2002), denominate that there are three existent approaches for measuring employees’ performance appraisal. These are (1) absolute standards (2) relative standards and (3) objectives.

Absolute Standards

It refers to a situation that employees are compared to a standard, and their evaluation is independent of any other employee in a work group. This absolute standard is also known as the old method of performance appraisal of employees. Included in this group are the following methods: the essay appraisal, the critical incident appraisal, the checklist, the graphic rating scale, forced choice and behaviorally anchored rating scales. The essay appraisal: It is the simplest evaluating method in which evaluator writes an explanation about employee’s strength and weakness points, previous performance, positional and suggestion for his (her) improvement at the end of evaluation term. This kind of evaluations usually includes some parts of other systems to cause their flexibility. This method often combines with other methods. In essay appraisal, we attempt to focus on behaviors. The critical incident appraisal: It focuses on key factors which make difference in performing a job efficiently. This method is more credible because it is more related to job and based on individual’s performance than characteristic. The necessity of this system is to try to measure individual’s performance in term of incidents and special episodes which take place in job performance. These incidents are known as critical incident. In this method, the manager writes down the positive and negative individuals” performance behavior in evaluation term. In this method, the evaluator has a list of situations and statements and compares it with employees. The checklist is a
presentation of employee’s characteristics and performance. The results can be quantitative and give weight to characteristics. Answers of checklist are often “Yes” or The graphic rating scale: This is the most commonly used method of performance appraisal because they are less time-consuming to develop and administer and allow for quantitative analysis and comparison. It is a scale that lists some characteristics and range of performance of each individual. Therefore, employees are ranked by determining a score which shows their performance level. The utility of this technique can be enhanced by using it in conjunction with the essay appraisal technique (Mondy, 2008). Behaviorally anchored rating scales (BARS):

This method replaces traditional numerical anchors tools with behavioral prototypes of real work behaviors. BARS let evaluator rank employee based on observable behavioral dimension. The elements of this method are result of combination of major elements of critical incident and adjective rating scale appraisal methods (Wiese, 1998). BARS have five stages (Decenzo, 2002): 1) Generate Critical Incidents, 2) Develop performance dimensions, 3) Relocate incidents, 4) Rating of level of performance for each incident and 5) Development of the final instrument.

Relative Standards

In the second general category of appraisal methods, individuals are compared against other individuals. These methods are relative standards rather than absolute measuring device. The most popular of the relative method are group order ranking, individual ranking and paired comparison. Group order ranking: In this method, employees are placed into a particular classification, such as “top one fifth”. For example, if a rater has 20 employees only 4 can be in the top fifth and 4 must be relegated to the bottom fifth (Decenzo, 2002). Individual ranking: In this type of appraisal, individuals are ranked from highest to lowest. It is assumed that the difference between the first and second employee is equal to difference between 21st and 22nd employee. In this method, the manager compares each person with others than work standards (Dessler, 2000). Paired comparison: In this method, employees are compared with all others in pairs.
According to Encyclopedia of Business (2011), improvement in individual, group, or organizational performance cannot occur unless there is some way of getting performance feedback. Feedback is having the outcomes of work communicated to the employee, work group, or company. For an individual employee, performance measures create a link between their own behaviour and the organization's goals. For the organization or its work unit, performance measurement is the link between decisions and organizational goals. Measurement is therefore the first step in improvement. But while measuring is the process of quantification, its effect is to stimulate positive action. Performance measures can be grouped into two basic types: those that relate to results (outputs or outcomes such as competitiveness or financial performance) and those that focus on the determinants of the results (inputs such as quality, flexibility, resource utilization, and innovation).

This suggests that performance measurement frameworks can be built around the concepts of results and determinants. Measures of performance of a business usually embrace five fundamental, but interlinking areas: Money, usually measured as profit; Output/input relationships or productivity; Customer emphasis such as quality; Innovation and adaptation to change; and Human resources. Within the operations area, standard individual performance measures could be productivity measures, quality measures, inventory measures, lead-time measures, preventive maintenance, performance to schedule, and utilization. Specific measures could include:

(i) Cost of quality: measured as budgeted versus actual.
(ii) Variances: measured as standard absorbed cost versus actual expenses.
(iii) Period expenses: measured as budgeted versus actual expenses.
(iv) Safety: measured on some common scale such as number of hours without an accident.
(v) Profit contribution: measured in dollars or some common scale.
(vi) Inventory turnover: measured as actual versus budgeted turnover.

While financial measures of performance are often used to gauge organizational performance, some firms have experienced negative consequences from relying solely on these measures. Traditional financial measures are better at measuring the
consequences of yesterday's actions than at projecting tomorrow's performance. Therefore, it is better that managers not rely on one set of measures to provide a clear performance target. Many firms still rely on measures of cost and efficiency, when at times such indicators as time, quality, and service would be more appropriate measures. To be effective, performance yardsticks should continuously evolve in order to properly assess performance and focus resources on continuous improvement and motivating personnel. In order to incorporate various types of performance measures some firm's develop performance measurement frameworks. These frameworks appear in the literature and vary from Kaplan and Norton's balanced scorecard to Fitzgerald's framework of results and determinants. Kaplan and Norton's balanced scorecard approach operates from the perspective that more than financial data is needed to measure performance and that nonfinancial data should be included to adequately assess performance. Similar, a lesser known, performance measurement framework titled the "performance matrix" is more flexible, as it is able to integrate different dimensions of performance, and employs generic terms such as internal, external, cost, and non cost.

2.11 Empirical Literature Review
Oweru; in one of his study of the Musoma district council, the study revealed that the practice of employee’s motivation has to be given a permanent consideration, generally all the information gathered during the study form a basis to argue that, motivation at Musoma district council has led to efficient and effective performance that enhances the realization of the council’s goals and objectives which revolves around its main function of performing the function of the local government within its area of jurisdiction such as ensuring the enforcement of law and public safety together with consolidating democracy within its area and using to accelerate sustainable development.
Mgaya; 2008. The study intended to find effectiveness of motivation toward work performance taken Tanzania port Authority as a case study. The researcher analyzed the data and discovered that in TPA the motivation is effective. This is as the there are motivation factors which considered by the management and employees as the
best motivation facilities in TPA. The study revealed that these motivation facilities also helped the organization to improve work performance.

Mwakiposa; 2007: Concluded that for the organization to be health prosperous, motivation policy is a vital tool that must be undertaken considerably. Therefore for district office being effective the organization must allocate more resources to motivate employees. This is because it was proved that 20% of the employees were not satisfied with the motivation offered by the district office and 10% claimed how the policy of motivation is being conducted at the office.

Being through the percentage of employees who claims for the policy of motivation at Mvomero district are very small, still there is a need to take preventive measures to combat those drawbacks. Therefore the researcher call upon the Mvomero district commissioner office to take measures to reduce all contrasts that affect motivation policy at the office so as to return its employees.

Ally Ally; 2011: He talks about the factors that motivate employee in TRA Morogoro region, he concluded that employees of TRA Morogoro are highly motivated although there factors such as medical services and houses for employees could be improved so as to rise the motivation of the employees. In his research he discussed the motivation theory that governs an organization in ensuring that their employees are motivated and hence it ensures employees attain organization objectives.

In the Case of Sameer Africa Limited, they say the issue of Motivation is extremely important to management but it is also one of the puzzling issues in management. Employees mostly just go to work for the sake of the paycheck and nothing else. Employees have no self pride in their work and they do the minimum for the management satisfactory. Such employees not only hurt themselves but also the company as well. Motivation is also mentioned as an individual thing meaning not all employees are motivated by the same things. There are a lot of programs to motivate employees such as incentives, contests and commission but even those have proved to do little in motivating employees. Motivating employees is important to
organization because it is one of the factors that can affect the employees productivity.

RTI, Jammu says that Motivation is a consequence of an interaction between the individual and the situation. People who are Motivated exert a greater effort to perform than those who are not motivated. He also says motivation is a willingness to do something. It is conditioned by this action’s ability to satisfy some need for the individual. He also says motivation is a process that begins with a psychological need or deficiency which triggers behavior or a drive that is aimed at a goal or an incentive. He says one of the ways to motivate an employee is through reward creativity instead of mindless conformity.

2.12 The Gape to be Filled
Having seen what is written and what is found in the field (different studies) concerning motivation particularly employees motivation, it shows that empirically something is done about motivating employees but still need to study many things like finding out factors that motivate employees in public organization, and this is the main objective. It is followed by specific objectives which are to establish the motivation schemes and polices, and see if there in place, to identify the factors for employees motivation and to find out the reasons that constrain efforts to motivate employees in public organization
CHAPTER THREE

RESEARCH METHODOLOGY

This chapter involved research procedures and methodology the researcher used during the research work.

The purpose of this chapter is to show different methods and procedures the researcher used in data collection. In writing this chapter the researcher starts with research design, the area of study, population of study, sampling technique and sample size and methods of data collection which includes questionnaires, interviews, observation, documentation and data analysis.

3.1 Research Design
The researcher used the case study design as a mode of investigation, so as to come up with viable and specific findings. The method used by researcher for exploring and analyzing the life of a social unit. The Case study was used to generate insight for more vigorous and systematic investigation and more carefully controlled research.

3.2 Area of the Study
The research was conducted at Muhimbili Orthopeadic Institute to explore what factors motivate employees at that particular organization. The place is chosen by the researcher because it is easier to get moral and material support because the researcher was the employee of MOI.

3.3 Population of the Study
The targeted population was 120 employees of Muhimbili Orthopeadic Institute. And it comprised of the management and subordinates.
3.4 Sampling Technique

3.4.1 Purposive Sampling

Purposive sampling was used to select the sample from the organization to meet a contention of the study. Directors in the Organization were selected due to the relevance of their knowledge to the study area, the reasons are, purposive sampling technique is convenient and cheaper to administer, also it permit to handle a smaller population.

3.4.2 Simple Randomly Sampling

The study used this technique because it has the characteristics that everybody has an equal chance of being selected. The process of getting sample at the Muhimbili Orthopeadic Institute involved assigning a number of units and then select the required members in each section to be studied.

3.4.3 Convinience Sampling

The study also used these technique of sampling in the Organisation Whereby the Nurses and Doctors that had free time could help in the research by answering questions and providing reading materials that helped in the research process.

3.5 Sample Size

A required sample size of 120 was be selected which comprised of the management and subordinates working at the Muhimbili Orthopeadic Institute in Dar es Salaam Region, out of 500 workers. Specifically the sample was drawn from the departments of accounts, administration and human resources, Doctors and Nurses.

3.6 Methods of Data Collection

In this course of the study, the researcher used both primary and secondary data sources. Collection of data was done by using questionnaires, documentary sources and observation methods. This will help the researcher to get a lot of useful information for the achievement of the study objective.
3.6.1 Questionnaire
This method of data collection was used by the researcher to get data from both senior officials and normal subordinates. The questionnaires are directed to specific departments also the questionnaires comprised of open – ended questions with aim of giving respondents the freedom to express their opinions together with closed ended questions so as to get specific answers. The researcher used questionnaire methods because it is simple compare to interview and observation. The method is free from the bias of interviewer, less expensive and has less pressure on the respondent hence make them to be comfortable. The questionnaire is attached.

3.6.2 Observation
This method will be used by the researcher to get data. This helps the researcher to observe the real situation while performing routine activities of the organization. The term may also refer to any data collected during the activity.

3.7 Secondary Data
Are those data which have been collected by someone else and have already passed though statistical process. Also secondary data can be define as those data provided second hand information and include both raw data and published one (Saunders et al 2000)

3.7.1 Documentation
Under this method the researcher obtained/got some important data from secondary data such as journals, files, board meeting reports, management meeting, financial reports and other relevant reading, from human resource officer’s office.
This source of data was used because it is reliable, suitable, and adequately provides contemporary events and helps in understanding how these events took place. Sources/documents of written nature can be consulted at any time for reference. These may include the Public Service Regulation of 2003 these will be useful to know all the rules and regulations of a public servant and also all the regulations available that enhance motivation of a public servant.
The other document that will be useful is documents from the Human Resource Office such as bonus cheques for employees or letters of promotion or rise of a public servants salary scale annually this will help proof the existence of motivation schemes and policies for public officers.

3.8 Data Analysis

The researcher used qualitative and quantitative methods to analyze the collected data. Quantitative method involves the use of descriptive statistics such as tables, percentages in data presentation while qualitative method involves factual and logical interpretation of data. This enabled the researcher to interpret the data collected and ultimately make necessary recommendations and reach a conclusion.
CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1. Introduction
This chapter presents clearly the findings on the factors that motivate employees in public organization, a case study of Muhimbili Orthopeadic Institute (MOI). The analysis and presentation of data is done according to the research question identified in chapter one of the research study, these includes; what motivation schemes are in place? is motivation policy in place? What factors motivate employees in public organization? what reasons constrain efforts to motivate employees in public organization?

4.2. Motivation Schemes
MOI as an Institute of the government tried so much to create favorable environment to motivate its employees so as to make them active when it come to the matter of fulfilling the goals of the organization. The following are the motivation schemes which are in place in Muhimbili Orthopeadic Institute.

4.2.1. Performance Related Pay Scheme
In Muhimbili Orthopeadic Institute there are motivation schemes which employees are entitled according to what they contribute to the organization, for instance employee at MOI are given bonus when they reach the targeted goals in providing required service these is so as to stimulate them to work hard in order to attain those target. For instance in 20013/2014, the MOI employees reached the target of ensuring service was provided to patients as they anticipated hence these made them get a bonus. By providing a bonus it also helps to other employees that are lowly motivated work hard so as to also get a bonus as the others have got.
4.2.2. Career Pathway Scheme
Also in MOI there is a conducive environment for employees to increase their knowledge and skills as there is a special program of ensuring that staffs who are ready to go for training are given chance to do so. When asked by the researcher, most of the employees were happy with this motivation scheme. According to career Pathways Manual, all the employees had the same opportunities to develop their skills, knowledge and competences so as to increase the total level of performance in the organization. These mean each and every employee has an equal opportunity to go and increase their skills. And by increasing their skills and knowledge it also helps increase and improve productivity of the employee and the quality of service delivered to the customers.

4.2.3. Performance Based Promotion
Promotion means the appointment of a public servant to a higher grade with an immediate or potential increase in salary. In MOI if an employee works so hard in making the organization to achieve its objective, he or she gets promoted to a higher position. So due to these situation employees at Muhimbili Orthopeadic Institute are motivated to a very large extent because there is plan and system to organize motivation scheme to them. These means that employees are given the obligation to ensure that they are productive and are supplying good services to its customers so as to get a promotion in the organization. By doing so it helps and improves the service provided by employees to their customers since each employee would love a salary raise and a promotion at his/her position.

4.3. Motivation Policy
Policy is typically described as a principle or rule to guide decisions and achieve rational outcome(s). The term is not normally used to denote what is actually done, this is normally referred to as either procedure or protocol.
It is important to enact policies to motivate your workers throughout their employment. Motivation is the process of getting employees fired up about their job and eager to help the company succeeds. This is not just for the employee's benefit -- an employee motivation plan is crucial to a company's overall success.
One way that managers can motivate employees is to actively involve them in the decision-making process. When workers feel that they are directly tied to the results of the business, they're often more eager to do their part to help the company. Another common motivation policy is to offer bonuses or other financial incentives, such as profit-sharing plans. Finally, a nonmonetary motivation policy can work also, such as promotions, days off or public events to recognize the progress of employees. The main purpose is to give employees something to look forward to as a result of working hard for the company.

Enacting a Policy Once you decide on your motivation method (or methods) the next step is to write it into an official policy for your company to follow. Consult with all managers and review the policy for potential issues before putting it into writing. If the motivation policy involves compensation, go over the plan with your accounting team to determine a compensation schedule that the company can afford. Incorporate the new motivation policy into your employee manual and also distribute it to employees (including managers) as a memo.

Generally, Muhimbili Orthopedic Institute has motivation policies which the workers are entitled to. The following findings examine motivation policies provided by the authority

4.3.1. Medical Assistance Policy
The MOI pays the medical services to its staffs, this is due to the fact that the health of employees provide basis for an outstanding performance, medical services are provided to the MOI employees and their entire family members through the use of National Health Insurance in any of the hospitals available in the region but they contribute some of the money from their salary as provided by the National Health Act.

Apart from that, the Authority is also providing medical allowances for the patient who is the employee; this is also applicable to the staff escorting a family member to a referral hospital like BUGANDO, KCMC, and MUHIMBILI for further treatment.
The Medical assistance policy provided by the Authority plays a big role towards job performance since the health of employees are considered and assured by the Authority which leads to the Authority’s success. When interviewed by the researcher, many of the employees were happy with medical assistance policy because it made them work hard without fearing about health risks. The responses of the MOI’s employees on the medical assistance policy is summarized below

**Table 4.1: Medical Assistance Policy**

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Respondents</th>
<th>Response Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated with the service</td>
<td>90</td>
<td>89%</td>
</tr>
<tr>
<td>Not Motivated with the service</td>
<td>30</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.1 reveals that 89% of the respondents were happy with medical assistance policy provided by the Authority but 11% of the other respondents are not motivated. Generally, the medical assistance provided by the Authority shows that, the majority of the employees are motivated. The few that are not motivated is because the choices of hospital chosen is not there choice that they prefer going. 1 respondent said the medical assistance policy should be for all hospitals in the country and should not have a limit of specific hospitals because it has been seen that sometime you find that the hospital near you when you are in need is the one that the policy does not cover and hence one has to use his/ her own money for medical purpose.

4.3.2. Training Policy

**Training** is the acquisition of knowledge, skills, and competencies as a result of the teaching of vocational or practical skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. It forms the core of apprenticeships and provides the backbone of content at institutes of technology (also known as technical colleges or
polytechnics). In addition to the basic training required for a trade, occupation or profession, observers of the labor-market recognize as of 2008 the need to continue training beyond initial qualifications: to maintain, upgrade and update skills throughout working life. People within many professions and occupations may refer to this sort of training as professional development.

Training is the use of systematic and planned instruction activities to promote learning. It involves the use of formal processes to impart knowledge and help people to acquire the skills necessary for them to perform their jobs satisfactorily.

<table>
<thead>
<tr>
<th>Table 4.2: Training Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Category</td>
</tr>
<tr>
<td>Benefited</td>
</tr>
<tr>
<td>Moderate</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

It revealed that 94% of the respondents are benefited with the training policy. 6% of the respondents are moderately benefited. The training policy takes place immediately after OPRAS has been done to all employees. Then the supervisors write comments on who needs training and who needs to improve in which section in the whole process of supplying and delivering service to its client. After OPRAS is done then the names of those that need training are shortlisted then picked from there to go for training of a particular thing to improve their skills.

4.3.3. Leave Allowance Policy

MOI offers leaves to its employees as one of the motivation aspect; this include the annual leave, sick leave, sabbatical leave, emergence leave, maternity leave, and special leaves. During all these period of leave employee are being paid allowances. This policy motivates the employees to a large extent.
Table 4.3: Leave Allowance Policy

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of respondents</th>
<th>Response percent %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated</td>
<td>20</td>
<td>9%</td>
</tr>
<tr>
<td>Not Motivated</td>
<td>100</td>
<td>91%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.3 reveals that, 9% of the respondents are of the opinion that, leaves allowances are motivated by them but 91% are not motivated with leave allowance at all. These shows that most employees at MOI are not satisfied with the allowance they get for leave, these is soo because most of the financial constrains that the organization is facing these makes it hard for employee to get their leave money on time. Also respondent urge that allowance for leave should be given yearly and not by skipping 1 year as it is done at this time. By doing these it helps in the organization all employees become highly motivated and good service delivery.

4.3.4 Recruitment Policy

Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs within an organization, either permanent or temporary. Recruitment can also refer to processes involved in choosing individuals for unpaid positions, such as voluntary roles or training programmers.

Recruitment may be undertaken in-house by managers, human resource generalists and/or recruitment specialists. Alternatively, parts of the process may be undertaken by either public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies.

The use of internet-based services and computer technologies to support all aspects of recruitment activity and processes has become widespread. The MOI employees are qualified and competent as explained in MOI’s mission to be an effective and efficient health service providers by providing high quality of customer service with fairness and integrity through competent and motivated staff”. This motivates the employees who are already employed because they believe that if
they do not work hard they can loose the job positions due to the reason that a lot of efficient people out there are looking for jobs.

Table: 4.4: Recruitment Policy

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of respondents</th>
<th>Response Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated</td>
<td>90</td>
<td>86%</td>
</tr>
<tr>
<td>Not Motivated</td>
<td>30</td>
<td>14%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.4 reveals that 86% of the respondents are motivated with the recruitment policy but 14% of the respondents are not motivated. These shows that people at MOI less people are not motivated by the policy that involves recruitment. It shows that more people are motivated by the recruitment policy at MOI. So the table above shows the level of satisfaction each employee has at a particular Organization.

4.3.5. Promotion Policy

Promotion refers to raising customer awareness of a product or brand, generating sales, and creating brand loyalty. Promotion is also found in the specification of five promotional mix or promotional plan. These elements are personal selling, advertising, sales promotion, direct marketing, and publicity. A promotional mix specifies how much attention to pay to each of the five subcategories, and how much money to budget for each. A promotional plan can have a wide range of objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive retaliations, or creation of a corporate image. Fundamentally, there are three basic objectives of promotion.

According to the Public Service Regulation, 2003, promotion means the appointment of a public servant to a higher grade with an immediate or potential increase in salary. It can also be referred as an upgrade or advancement on the job which involves an increase of responsibilities, status, knowledge and skills together with an increase in salary.
MOI is also focusing much on promotion of its employees with regards and respects to the advantages attached on it as a motivational factor towards advancement on work performance and creation of an environment which is conducive to satisfy the employees on job.

The response from MOI’s employees on the promotion policy is summarized below

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Respondents</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with the promotion</td>
<td>70</td>
<td>57%</td>
</tr>
<tr>
<td>Not satisfied</td>
<td>50</td>
<td>43%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.5 reveals that 57% of the respondents they are satisfied; therefore this motivates them to work efficiently and effectively. However 43% of the respondents, they are not satisfied with the promotion. These means that half the respondent are motivated with the promotion policy these is because they are hard workers and are happy with he system that only the hard workers and committed employees will get promoted to the higher rank in the Organization. The percentage that are not motivated by the policy these ids due to the fact that they think it is very unfair that promotion should be done basing on service delivered by an employee and the commitment that one employee is showing towards his/her job and mostly the increase in knowledge and skills of the employee.

4.3.6. Remuneration Policy

According to the Public Service Regulation, 2003, section 2(1) the Permanent Secretary (established) is responsible for the determination of the remuneration of public servants after the consultation with the minister. In determining salaries and salary scales. The permanent secretary regards the laws, the national pay policy and directives given from time to time.

Being the Government Agency, Muhimbili Orthopeadic Institute scales its employees’ salaries by considering the economic situation of the country at a time
and also it pays its employees the payment which meet their basic needs at a right
time so that they can live better life.

Table 4.6: Remuneration Policy

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Respondents</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated</td>
<td>100</td>
<td>94%</td>
</tr>
<tr>
<td>Not Motivated</td>
<td>20</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.6 reveals that 94% of respondents are motivated with the salary that is paid
to them on time while 6% of the respondents are demotivated with the salary paid to
them. These I due to the fact that u find their salary scale is too low depending on the
position that one is, these means that each and every employee has equal chances of
increasing his/her knowledge and skill so as to ensure salary increase as the rest
have.

4.3.7. Demotion Policy

Demotion means reduction in an employee’s rank or job title within the
organizational hierarchy of a company, public service department, or other body. An
employee may be demoted for violating the rules of the organization by a behavior
such as excessive lateness, misconduct, or negligence, this policy is very important
because it make employees work very hard and be committed at what they do to
ensure proper service is provided to the patients.

A demotion is a compulsory reduction in an employee's rank or job title within the
organizational hierarchy of a company, public service department, or other body. A
demotion may also lead to the loss of other privileges associated with a more senior
rank and/or a reduction in salary or benefits. An employee may be demoted for
violating the rules of the organization by a behavior such as excessive lateness,
misconduct, or negligence. In some cases, though, an employee may be demoted as
an alternative to being laid off, if the company is facing a financial crisis. A move to
a position at the same rank or level elsewhere in the organization is called a lateral
move or deployment. A voluntary move to a lower level is also a deployment as it is not a compulsory reduction in level. Demotion is often misinterpreted simply as the opposite of a promotion, however it is only one means of undergoing a reduction in work level.

Within the continuum of disciplinary options available within most organizations, a demotion falls in the middle range of severity. Minor violations of rules, or the first violation of a rule will typically result in a verbal or written warning or a suspension without pay. At the other extreme, for severe violations of the rules, such as embezzlement or sabotage, an employee will typically be fired and/or the company will file criminal or civil charges. In sports leagues, when teams are transferred between divisions, the worst-ranked teams in the higher division are relegated (or demoted) to the lower division.

Table 4.7: Demotion Policy

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Respondents</th>
<th>Response percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept</td>
<td>100</td>
<td>83%</td>
</tr>
<tr>
<td>Does not Accept</td>
<td>20</td>
<td>17%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.7 reveals that 83% of the respondents are motivated with the demotion policy. 17% of the respondents are not motivated with the demotion policy. These is due to the fact that employees think its unfair for one to be demoted but I believe it is a good thing and it will help ensure that all employees do all that they need to do to ensure they don’t get demoted at the Organization hence good service delivery and good and attainment of organization goals and objectives.

4.4. Factors That Motivate Employees in Public Organizations

Human resources are the most dynamic of all the organizational resources; they need considerable attention from the organization management in realizing their full potentials in the work. Therefore motivation, leadership, communication, work
structuring, payment systems, training and development may all be induced in the issues which have to be faced by management today.

Motivation has been studied for decades and leaders in the workplace have used assessments like DISC and Myers-Briggs to determine their employee’s personality types to better anticipate behaviors and tendencies. Additionally, motivational books are used as tools to get employees to increase their performance and / or get them back on track. While assessments, books and other tools can help project and inspire short and long performance, the factors that motivate employees to achieve evolve as they mature and begin to truly understand what matters most to them. Therefore, as leaders we must hold ourselves accountable to build meaningful and purposeful relationships that matter with our employees. This allows us to better understand those we are serving, just as much as ourselves.

As a leader, don’t just read the assessment scores, get to know those whom you are leading and be specific about how you help each of them achieve their goals, desires and aspirations. The objective should be to help one another and to accomplish this each of you must identify those things that motivate you both to work together.

The following are the factors that motivate employees in Public Organizations

4.4.1. Health and Safety Services

Health services are very important aspect that are considered by the Authority so as to minimize the risks as shown in the Public Service Regulation,2003, section 105(1,2) and section 106 (1,2) which requires the employer to take all reasonable precautions to ensure that workers are safe in their working environment. The Authority uses effort to ensure that health and safety are highly managed by using different techniques.

Also Medical Services are provided to the Authority employees and their closest members through the use of National Health Insurance in any of the hospitals available in the region. The Medical Services offered to the employees of MOI had a
great impact to the development of the organization because well motivated employees are more productive.

4.4.2. Career Development

Development is an unfolding process that enables people to progress from present state of understanding and capability to a future state in which higher levels skills, knowledge and competencies are required. It takes the form of learning activities that prepares people to exercise wider or increased responsibilities. The Muhimbili Orthopeadic Institute has the responsibilities of training and developing his employees/staffs to go for further studies in various universities across the country, for instance there are number of employees of MOI who have gone for a long training, this motivates employees to work hard because they are developed academically so as to increase their knowledge and skills.

4.4.3. Promotion

Muhimbili Orthopeadic Institute is focusing much on promotion of its employees with regards to the efforts made by employees in attaining organizational goals. According to the public Service Regulation, 2003, Promotion means the appointment of a public servant to a higher grade with an immediate or potential increase in salary. It can also be referred as an upgrade or advancement on the job which involves an increase of responsibilities, status, knowledge and skills together with an increase in salary.

Therefore, this is one of the factor that motivate employees in MOI

4.4.4. Attractive Remuneration

MOI as an Institute that is dedicated to provide health services to the patients and patients that have been through an accident as an emergency priority and specialist dealing with neurons and nerves of the brain. e.t.c

The Authority provide good compensation to its employees according to the salary scales as it provided in section 20(1) of the Public Service Regulation, 2003,”the
Permanent Secretary(establishments) is responsible for the determination of the remuneration of Public Servants after the consultation with the minister”.

In respect of the data collected from the employees and from the researcher’s observation 94% of the respondents are motivated with the salary that is paid to them on time while 6% of the employees are not motivated with the salary paid to them.

4.4.5. Provision of Loans
Muhimbili Orthopeadic Institute has a system of sponsoring its employees in borrowing loans from various financial institutions such as banks example CRDB, NMB, AZANIA, NBC, BARCLAYS, EXIM, BOA e.t.c, and other established financial organizations such as PRIDE TANZANIA, TUNAKOPESHA LTD, SIDO, e.t.c. from which the payments are made by deducting the salary of concerned employee directly and allocating it to the institution that has offered the loan. Also MOI provides salary loans under special circumstances such as death of a family member or parent, serious illness of parents and loss of property. Generally, it revealed that, 97% employees are motivated with the loan assistance provided by the Authority, 3% of the employees are not motivated.

4.4.6. Staff Houses
Muhimbili Orthopeadic Institute has a system of providing houses to its employees so as they can smoothly carry out their obligation in the Authority as well as enhancing their reliability and mobility. The Authority facilitates the process for the employees to secure housing accommodation as provided by the Public Service Regulation of 2003, section 104(2). It is a sad truth that, there is no accommodation allowance which is given to the employees to cover for accommodation expenses which brings about self struggle in managing the accommodation affair despite of the increase in social and economic demands.

4.4.7 Working Environment
Good Working environment has an important bearing on the efficiency of the office personnel. This is because of the fact that an average employee spends more time at the place of works than on any other activity. The surroundings in which he works
should be good enough to keep him interested in his work. Uncomfortable environment causes strain and mental fatigue.

Muhimbili Orthopeadic Institute ensures that there is a reasonable supply of the office materials such as stationeries, computers which connected with internet, photocopy machines, fax machines, telephones, furniture such as tables, chairs, e.t.c. All of the offices are provided with the air conditioners to reduce heat.

The Authority has tried to ensure that the transport facilities such as motor vehicles are available for carrying the employees to the different locations. Also the Office of MOI is located in a place where it is very easy for the employees to reach at workplace. In respect of the findings, 74% of the employees are motivated with the working environment at MOI. 26% of the employees demotivated with working environment.

4.4.8 Welfare Services

Welfare Services are such services dealing with matters concerning employees which are not immediately connected with their jobs although they may be connected with their place of work. Such services include individual services in connection with domestic problems, employment problems, counseling on personal problems e.t.c together with group services such as social and sporting activities.

Muhimbili Orthopeadic Institute provides various welfare services to its employees so that they can work without stress, anxiety, and help in solving individual problems before it is too late through counseling, financial support, provides leaves for the employees to attend their personal problems whenever necessary to do so e.t.c, also the Authority assists its employees in burial services, if the closest family member of the employees dies the Organization contribute some of the amount which will help in the burial ceremony and if the employee of the MOI dies, the Organization is responsible for all burial ceremony costs. So this motivates workers to work hard because they feel that they are cared by the Organization.
4.4.9. Best Workers Award
In order to increase employees work performance on competitive basis, MOI has a system of appreciating higher performers so as to contribute to the engagement and commitment of its employees by demonstrating that they are recognized, valued and appreciated fairly and consistently. This increases employees’ loyalty and sincerity to their work.

Rewards are given to the best performer from each department after the process of obtaining them is carried out which involves the head of department and all the employees under the concerned department so as to make it free and fair. Rewards may either be financial or non financial rewards such as recognition of an individual performance, skill development and promotions. The issuing of these awards are done during the workers ceremonies every end of the year.

4.4.10. Trustworthy
Trust is a powerful motivational tool and those leaders that are more transparent with their employees will find surprising results and new types of opportunities to develop talent. These mean that once an employee knows he/she is trusted by his/her organization then it motivated an employees work done cause he/she start being comfortable.

4.4.11. Being Relevant
Helping employees increase their relevancy is important and those leaders that participate in this process will help cultivate increased performance levels and loyalty. Helping your employees get discovered will elevate their motivation to achieve.

4.4.12. Proving Others Wrong
This particular motivation to achieve has been heighten as of late from younger professionals that seek to prove themselves faster amongst older generations in the workplace. Employees never want to be stereotyped or marginalized, but for many younger professionals this serves as the trigger to awaken them from within. This
certainly is not a generational issue as many of us have been questioned about our ability to achieve at a high-level. I learned this the hard way throughout my career. For example, as a former C-level executive (in my early 30’s) and later as a successful entrepreneur – people begin to envy and / or doubt me thus igniting. As a leader, encourage your employees to exceed expectations by taking responsible risks. Embrace diverse thinking and measure one’s ability to innovate. Never underestimate an employee’s ability to perform until you have properly evaluated and tested their abilities and potential.

4.4.13. Career Advancement
Perhaps the most important factor on this list is the ability to advance. Employees are extremely motivated to achieve if this means that advancement awaits them. This requires employees to be mindful of opportunities that lie around, beneath and beyond what they seek. As leaders, you will sustain high levels of motivation from your employees if you can open doors of opportunity and accelerate their chances for advancement. Remember, just because your employees may be relevant, it doesn’t guarantee advancement. So make it a point to help them get there.

4.4.14 Stable Future
People are motivated to have safety and security. Everyone wants a stable future, but you never know when time will pass you by. That’s why we are all in a race against time and thus motivated to achieve faster than ever before. We have all learned from the 2008 economic collapse that we can all quickly become victims of unexpected change without preparation.
As a leader, be mindful of providing security and stability in how you lead your employees – and watch their motivational levels rise.

4.4.15. Self-Indulgence
This factor is quite interesting and extremely important to put into proper perspective. People are motivated for selfish reasons to achieve – albeit money, attention, fame, etc. Must we be reminded that greed and selfishness contributed greatly to America’s current economic hardship?
Motivation that satisfies our self-indulgence is can also be risky. In reminds me of a great quote from Peter Drucker in his book, “The Effective Executive” when he says that every time you meet a person with great strengths, you are also meeting someone with great weaknesses. As a leader, be aware that of your employees motivations are balance and well intentioned. Self-indulgence can bring tremendous short term benefits – with longer term repercussions.

4.4.16. Impact
As mentioned earlier on, today’s employees are motivated to achieve more than ever simply by the opportunity to create impact. As employees reflect on their lives and careers – they want to contribute in ways that measure their achievements based upon the long-term benefits that the company they serve bears. As a leader, allow your employees to have sustainable impact in the work they perform. Allow them to make a mark toward significance. Create the opportunity for their achievement to leave a long lasting legacy that rewards the organization they serve and for future generations to learn from.

4.4.17. Happiness
In the end, happiness is one of the greatest motivations to achieve. Happiness fuels ones self-esteem and gives people hope for a better tomorrow. We are all victims of taking our work too seriously. Step back and enjoy the journey. Your motivation to achieve is ultimately based on earning a living that brings you tremendous joy and satisfaction.

As a leader, be aware of whether your employees are satisfied in their work and that you are deliberate in having this type conversation with them. Never assume. Employees will smile to save their jobs even if they aren’t content. Assure your employees happiness shines and allow the previous eight motivational factors to influence the process organically.
According to the questionnaires provided by the researcher, respondents reveals that they are motivated with the system of appreciating higher performers thus increases the employee’s commitment towards achieving organization’s goals.

4.5. Demotivation

Demotivation is contagious: even one demotivated employee who constantly cribs about work or other undesirable factors can quickly work on demotivating others too. Organizations are prone to the dangers of demotivation at all times. However, it’s important to be aware of it and to recognize and tackle it without delay.

To tackle demotivation effectively, an organization must know the reason behind its lackluster attitude. If a boss or colleague can help motivate such a coworker, it could go a long way to boost the employee’s morale and motivate him to be optimistic and have a positive attitude.

Causes of Employee Demotivation

Lack of Appreciation: An employee feels unappreciated for his efforts. These means when an employee feels like he/she is not appreciated then mostly they start losing confidence in their work and work morale becomes low which then causes inefficiency of an employee.

Too much Work: An employee feels overburdened with a disproportionate chunk of work which renders him unable to perform his/her duties well and punctually. By an employee having too much work it makes him/her work under pressure and that brings about to him/her not performing their work well.

Lack of Clarity in Work: An employee flounders at work due to lack of clarity on his various tasks. These happens mostly to public officers were by the do not have specific job description that limit their jobs that one has to do hence an employee not having clarity makes them not sure and under motivated because they don’t know there importance to the organization.
Favoritism: These refer to unfair practices that favor one worker over another. These also brings about to demotivation because the one that has been favored against feels hurt and bullied and hence he/she becomes less committed to his/her work.

Mistrust: This deals with an employee resorting to micromanaging everything, displaying mistrust in a coworker’s capabilities. If an employee feels he/she is not trusted then it becomes difficult to perform work as usual because then even his job security isn’t there.

Miscommunication: Free flow of information is withheld or information is provided only on a “need-to-know” basis. This can be demotivating as it proves that the boss or organization does not fully trust its employees to share all available information on a project.

4.6 Reasons for Employee Demotivation

As an employer, you have a certain amount of responsibility for the motivation and wellbeing of your workforce. For a team to function to the best of its ability, all members must be fully engaged and fully committed. It’s important to recognize that true engagement will mean different things to different people and to understand what really drives an individual’s motivation.

It’s crucial to really listen and respond to your employees’ needs to ensure high levels of engagement throughout your company. Spotting the warning signs of demotivation early and addressing them quickly can help encourage employee contentment and talent retention. If you fear that one of your employees may be lacking in motivation, here are a few common causes that could be at the root of the issue.

Lack of Career Vision

In the majority of cases, money is merely one part of an employee’s motivation. Most people want to have clear career objectives in place to feel that there’s progression for them within their organisation. Career visioning can be a useful
process in setting clear, long-term goals for an employee so that they can proactively work towards projected outcomes.

**Job Insecurity**
Following on from the above point, a lack of career vision can give rise to feelings of insecurity. All employees want to feel a sense of security and longevity in their roles and an employer must help facilitate this with regular coaching and objective setting.

**Feeling Under-valued**
If an employee feels that their efforts are not being recognised or appreciated, they’ll soon begin to lack energy and commitment in their role. It’s important to celebrate successes and give credit where credit’s due. Try to make sure that achievements are rewarded – even if it’s just with a pat on the back.

**No Development Opportunities**
Regular training and development opportunities can help boost employee motivation and engagement. Most employees will value ongoing learning potential and the sense that they’re expanding and improving their skills and knowledge. If a workplace feels stagnant, non-progressive and uninspired – your employees’ motivation levels will soon dwindle. Get regular feedback from your team to see where increased training or development opportunities would be best placed and appreciated.

**Poor Leadership**
Effective leadership is an essential factor in the motivation of your staff. If strong leadership is lacking or is negatively affecting the outlook of the team – certain employees may start to feel demoralised. Leaders must have a flexible, inclusive approach to managing a team and be able to communicate clearly whilst instilling confidence and focus. If a particular team or individual is lacking motivation in your business, it may be due to a lack of good management.
Conflict
Conflict in the workplace is hugely detrimental. Healthy debate is often productive, but it’s important to keep an eye out for any workplace intimidation or bullying. Some employees may feel worried to come forward about issues relating to a fellow colleague - which is where an anonymous employee survey may help to reveal any problem areas.

Unrealistic Workload
It’s important to keep a check on the expectations and demands that are being placed upon your employees. If someone feels overburdened by a large, impossible workload – they can soon become disillusioned, stressed and lose motivation. Equally, if an employee has a workload that’s too light or not varied enough, they might quickly lose interest.

4.7. Reasons Constraining Efforts to Motivate Employees
The following are the obstacles which face Muhimbili Orthopaedic Institute to design and implement a desirable employee motivation.

4.7.1. Budgetary Constraints
Muhimbili Orthopaedic Institute provides health service to its patient but the entire fund they collect goes straight to the Ministry of Health then later on it is supplied to Hospitals after they have requested for funds for a particular reason. Therefore MOI do not have power or fund to actually use to run the office all the money comes from the ministry and it is budgeted for. O while budgeting for the hospital the amount kept for motivating employees can’t be added or reduces on the long run of ensuring goals are being attained.

According to the interview conducted by the researcher, reveals that 100% of the respondents indicated that budgetary constraints is the most obstacles which face Muhimbili Orthopaedic Institute in designing and implementation of a desirable employees motivation.
Table 4.8: Budgetary Constraints

<table>
<thead>
<tr>
<th>Category</th>
<th>No of Respondents</th>
<th>Response Percent(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed</td>
<td>120</td>
<td>100%</td>
</tr>
<tr>
<td>Not Agreed</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.8 reveals that 100% of the respondents agreed that budgetary constraints is the most obstacles in designing and implementation of desirable employee motivation.

4.7.2. Economic Fluctuations

This is one of the obstacles which face MOI to design and implement a desirable employee motivation because salaries which are provided to the employees of MOI has been allocated by the Ministry of Health of Tanzania according to the salary scales, the salary is not enough to meet the basic needs of the employees when there is a problem of Inflation in the country. This situation de-motivates the employees at MOI to offer their maximum effort towards work performance. The employees’ response in regard of the economic fluctuations.

Table 4.9: Economic Fluctuations

<table>
<thead>
<tr>
<th>Category</th>
<th>No of Respondents</th>
<th>Response Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed</td>
<td>110</td>
<td>94%</td>
</tr>
<tr>
<td>Not Agreed</td>
<td>10</td>
<td>6%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.8 reveals that 94% of the employees agreed that economic fluctuations is one of the factors that affects MOI to practice motivation while 6% of the employees does not agree that economic fluctuations affects MOI to provide motivation to its employees.
4.7.3. Complexity of Human Needs

Human needs are very important to be given priority in any organization because what motivates employees’ changes constantly, therefore it is important for managers to understand what motivates each of his employees so that they can contribute to the development of the organization.

The response from MOI employees’ with regards to the questionnaires and interviews done on the aspect of complexity of Human needs is summarized below

<table>
<thead>
<tr>
<th>Category</th>
<th>No of Respondents</th>
<th>Response Percent (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agreed</td>
<td>110</td>
<td>97%</td>
</tr>
<tr>
<td>Not Agreed</td>
<td>10</td>
<td>3%</td>
</tr>
<tr>
<td>Total</td>
<td>120</td>
<td>100%</td>
</tr>
</tbody>
</table>

Table 4.9 reveals that, 97% of employees agree that complexity of human needs is one of the obstacles which face MOI to design and implement a desirable employee motivation.

4.8. Factors Affecting Employee Performance

Managerial Standards

Managerial standards can be a factor in motivating or de-motivating employees, according to technology employment resource Tech Republic. Managerial standards should be in line with the job duties outlined in the job description outlined by human resources. The background of the employee, including their educational history, is also outlined in a job description. Managers should keep their expectations in line with the duties assigned to the employee. By expecting more from an employee than they were hired for, or than their background has prepared them for, can diminish employee performance.
Commitment
Employees that feel as though the company has made a commitment to employee success tend to perform better, according to Personnel Systems Associates. Commitment means offering a competitive rate of pay and benefits package, offering assistance in paying for employee's higher education costs, developing a regular training schedule that keeps employees updated on company changes and gives pertinent information for employees to do their jobs and upgrading equipment to make sure that employees have the most efficient technology available to do their work. Commitment shown by the company is returned in the form of commitment from employees.

Employee Evaluations
An effective employee evaluation is an interactive process where the manager gives his input on the employee's performance, and the employee gets the chance to point out what she has learned throughout the year. Managers create a plan along with the employee for the coming year on how the employee can develop and improve their performance. Comprehensive employee evaluations are important to the ongoing performance of employees.

4.9. Effect of Motivation on Employees Performance
Effects of Motivational Package on Employee Performance
The joy of every employee would produce a conducive and friendly business environment for customers to be served. The inner satisfaction produces some high moral for the core employees to give out their best in terms of service delivery. The service delivery time would be fast for the branch to make more profit since the turnover rate for servicing customers is high. We deduce that motivational packages had influenced some employees to come to work early, stay longer to work, serve customers cheerfully with great joy. This reduced absenteeism and ensures that the daily activities of the bank are discharged with ease. The rate of coming to office would give room for managers to strategically plan ahead instead of saddle themselves with tactical or operational issues.
CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.1. Introduction
This chapter of the research aims at concluding the overall findings considering the research objectives, research questions, general concepts, findings and recommendation.

5.2. Summary of the Study
The findings of the research revealed that, MOI practice various motivation techniques so as to motivate their employees in fulfilling objectives of the organization. Such motivation packages as clearly discussed in chapter four of this research report includes Health and safety services, career development, promotion, attractive remuneration, provision of loan, staff houses, working environment, welfare services and others. Although MOI are trying so much on providing motivation to their employees but there are some problems/obstacles encountered by MOI in designing and implementation of a desirable employee motivation such obstacles are budgetary constraints, economic fluctuations, complexity of human needs. The following are the recommendations that have been suggested by the research study;

5.3. Conclusion
Motivated employees will retain a high level of innovation while producing higher quality work at a higher level of efficiency. While these benefits are broad, and therefore relatively vague, it also puts forth the argument that motivated employees have no downsides or costs. The opportunity cost in motivating employees is essentially zero, assuming it does not require additional capital to coach managers to act as effective motivators.
This research study was focusing on the exploration of the factors that motivate employees in public organization. Different methods of the research were used to get the result. The study revealed that the employee’s motivation at MOI has been given a consideration in order to attain organizational goals.

Generally, motivation at MOI has led to efficient and effective performance that enhances the organization to achieve its goals and objectives as its mission says that to be an effective, reliable and efficient Health providing Organization in the country.

5.4. Recommendations
According to the findings, the following are various recommendations if considered; they will lead MOI to achieve its organizational goals. Research study recommends the following.

(i) The Authority should have a proper way of rewarding its employees in accordance with one’s actual performance. For example at MOI there are complaints that although they reach the target in providing required service to the patient but they are not given bonus payment so this situation may lead to inefficient.

(ii) For the MOI to make changes it need to motivate its employees according to the needs because some of them are motivated intrinsically and others are motivated extrinsically.

(iii) Also it is recommended that MOI should improve leave allowances to its employees such leave include annual leave, sick leave, sabbatical leave, emergence leave and maternity leave. This will create the spirit of hard working to the employees because they will consider themselves as recognized members of the organization.

(iv) MOI should present the proper budget to the government in order to practice motivation to its employees in a good way.
(v) Training opportunities should be added so as to ensure employees have the right skill and ability to attain organization objectives.
REFERENCES


Herzberg, F., Mausner, B., & Snyderman, B.B (1959), The motivation to work, John wiley & sons, New York.


- Public Service Regulation, 2003
- Human Resource Documents
- Internet
QUESTIONNAIRE

Dear Respondent,

I am doing a research on Factors that motivate Employees in Public Organization in Tanzania at Muhimbili Orthopaedic Institute in Dar es Salaam. Kindly assist by responding to the following questions. Your response will remain confidential and for the purpose of this research.

Gender: Male / Female

Department / Section………………………………………………………………………..

Designation / Position………………………………………………………………………..

1. Does MOI have Motivation schemes
   (i) Yes
   (ii) No

2. Are the Motivation policies in place
   (i) Yes
   (ii) No

3. What are the factors that motivate you as an employee
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………
   ……………………………………………………………………………………………

4. Are the services given to you satisfactory
   (i) Yes
   (ii) No
5. What should be done to improve and motivate employees

6. What do you think are the reason for poor motivation of employees

7. Does employee motivation improve employee performance?
   (i) Yes
   (ii) No

THANKS FOR YOUR COOPERATION