EXPLORING MOTIVATIONAL PACKAGES IN EMPLOYEES

MOTIVATION: A CASE OF BACKHRESA FOOD PRODUCTS (UHAI-DIVISION) IN TANZANIA

BY

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “exploring motivational packages in employee motivation a case study of Bakhresa Food Products Ltd (Uhai division), in partial fulfilment of the requirements for award Master of Science in Human Resource Management of Mzumbe University.

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DEDICATION

I dedicate this work to my elder sister who supported me from the beginning till this far of my education. I love you.
ACKNOWLEDGEMENT

I take this opportunity to thank our Almighty God who guided me at all times and to whom I owe everything. Also, special thanks have to go to my supervisor Dr Mary Rutenge for her support and cares, for without her guidance; this work wouldn’t have been success.

My heartfelt appreciation goes to my beloved son Saleh, my sister Rahma and my beloved mother the late Fatma Mohamed and all my work mates who missed my presence at the time of study. Honestly I love them.

I also repay a great thanks to the management and staff of Bakhresa food products ltd (uhai division), there are many but to mention the few, My sincere thanks goes to general manager, operational manager, line staff, supervisors, and casual staff for having sacrificed their time amidst their tight schedules to fill my questionnaires interview.

It would also be a disfavor to forget my group members and my friends, josephine sanga, Sophia, Neema, Maureen, Francis and, Emmanuel, and many others. I will always cherish you for your support towards my bright future.
LIST OF ABBREVIATIONS

SPSS - Statistical Package for Social Science
SSA - Sub Saharan Africa
URT - United Republic of Tanzania
ABSTRACT
The entails the briefing of the study on exploring motivational packages on employees’ motivation in Bakhresa Food Products Ltd (Uhai Division) respectively. The study was guided by four specific objectives which generated research question for the dissemination of sufficient knowledge to fill the study gap. The study was performed using case study approach supported by exploratory design through qualitative approach. Data were collected from selected case study which were collected using questionnaires and interviews.

Data collected using the questionnaires was administered and computed in SPSS software version 22.0 to produce analytical tools to present the data. Descriptive statistic specifically frequency tables, percentages charts and graphs were used to present the result from the data collected using questionnaires. Data collected using interviews were analyzed using content analysis approach which were presented in narrative from using relevant themes to support the facts.

Results were certain that several motivational packages offered by the organization have been shown such as salary increment, allowances, career development, food to the employees, recognition of the performance and others. Despite that, employees are highly positive and appreciating the effort done by the organization to motivate them. In spite of that, the study further indicated several drivers of motivation fostering employees to work and deliver which are mainly financial rewards and incentive offered to the employees. Moreover, several challenges on employee motivation efforts have also been highlighted including diversity of culture, luck of compliance on some employees and others.
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CHAPTER ONE

INTRODUCTION

1.1 Overview
This chapter explains and discusses the background information on the factors that motivate employees. It provides an overview of the statement of the problem, research objectives, research questions, significance and scope of the study. With that, the chapter describes the overview which is stated as follows:

1.2 Background information
Employee motivation is one of the difficulties confronting numerous associations both open and private, occasioned by globalization that has strengthened challenge and expanded versatility of very gifted representatives (Janeetal, 2012). Propelling representatives incorporate giving work agreeable, contribution in basic leadership, great compensations and acknowledgment of good execution. Numerous associations are progressively thinking that it is hard to rouse representatives. Czurak (2011) clarified that as our locale keeps on encountering huge development in the cordiality business, representative enrolment and inspiration has turned into a need.

Massachusetts (2002) states that representatives motivation is a test looked by numerous individuals of the world's most respected organizations. He referenced that enlisting and inspiration are two of a kind. They supplement one another, and if both are done well they produce what each organization urgently. The board in this day and age is about administration in the midst of fast change (Robbins, 2000). In this day and age, the greatest errand of the human asset director is to propel and hold workers. In created nations, for example, Japan and South Korea the primary accentuation is representative inspiration, on the grounds that their economies have risen because of enormous outside interests in human capital (Lee, 1988).
The test is that supervisors will in general expect that they recognize what representatives need from their work and this supposition lead chiefs into committing errors while attempting to rouse their representatives (Sharma, 2006). The worker inspiration in most African nations particularly in Sub Saharan Africa (SSA), including Ghana is as yet outfitted by major issue of absence of information by directors about appropriate inspiration strategy (Elley, 2009). He included that; a few people are driven by accomplishment while others are concentrating on security and by this it is basic for a chief/manager to comprehend what truly persuades workers without making a supposition.

To address the issue of workers’ motivation in Tanzania, some national endeavors and systems have been set up; for instance, in the years 1999, 2005 and 2010 the legislature executed Salary/Pay Reform which went for expanding pay rates among the hirelings (Lambert, 2004; Mutahaba, 2005; United Republic of Tanzania [URT], 2010). It was trusted that an expansion of compensation would prompt the improvement of employee motives to work in the public sector (World Bank, 1990). Regardless of all efforts done, but still motivation is a chronic problem in various organizations in Tanzania and other parts of the world and this stimulated the researcher to carry out the study so as to determine the role of competitive packages in employee’s motivation.

1.3 Statement of the problem
Motivation is very crucial to organization however, managers tend to assume that they know what the employees want from their work but this assumption can lead managers into making mistakes while trying to motivate their employees (Simons & Enz, 2006). Different researches have been done on motivation but still contradict each other on what type of motivation stimulate the morale of employees to work. For instance, the study by Muogbo (2013) found that extrinsic motivation do matters a lot and should be a concern of both employers and employees while studies by Uronu (2011) and Manzoor (2012) found non-monetary incentives are among the most important factors that stimulate employees towards working with more energy and dedication to the organization.
Herzberg's theory of motivation classify two type of motivation which are intrinsic (Achievement, recognition, the work itself, responsibility, advancement and growth) and Extrinsic (Good career path, pay/salary, supervision, high status and good working condition) (Mausner & Syndrome, 1959). According to him, if employee are provided with all this, it influence work morale and motivation. On the other hand Maslow’s hierarchy of needs (1954) suggested five needs employees are likely to wish to achieve and drives the morale to work, these are:-physiological needs, security or safety needs, affiliation or acceptance needs, esteem and need for self-actualization.

While these factors established in the Western World context are sound, it is not clear which of the suggested factors motivate the employees most and why. It is also not clear as to which of the listed motivation factors rank highly in among the employees in a developing country context. Other factors, such as the influences of different cultures, affect what people value and what is rewarding to them (Muogbo, 2013). This therefore revealed that little has been done on motivational packages fostering employee motivation which was the gap to be filled. This study then tries to understand if the competitive packages make difference to employees.

1.4 Research Objectives

1.4.1 The General objective
The general objective of this study was to explore the role of competitive packages in employee’s motivation, based in Bakhresa Food Products Limited (Uhai-Division)

1.4.2 Specific Objectives
The following specific objectives guided this study

i. To find out motivation packages available at Bakhresa Food Products Limited (Uhai-Division)

ii. To explore the employees perception on motivation packages used at Bakhresa Food Products Limited (Uhai-Division)

iii. To identify the motive that drive employees to work
iv. To assess the reasons that challenge efforts to motivate employees at Bakhresa Food Products Limited (Uhai-Division)

1.5 Research Questions

i. What are motivation packages available at Bakhresa Food Products Limited (Uhai-Division)?

ii. How do the employees perceive motivation packages used at Bakhresa Food Products Limited (Uhai Division)?

iii. What are the motives that drive employee to work at Bakhresa Food Products Limited (Uhai-Division)?

iv. What reasons challenge efforts to motivate employees to work?

1.6 Significance of the Study

The study is relevant since it address the issue on motivation which assures the actual practice on the ground in line with the employees’ performance and response in the organization. This fosters the generation of further facts and insights in the organization to develop adequate motivation strategies to further assure the performance and commitment of employees. In addition to that, the study fosters the generation of other gaps for undertaking other studies for the greater good of the academic enrichment in the particular field of study.

1.7 Scope of the Study

The focus of this study is to identify the roles of competitive packages in employee’s motivation. Bakhresa Food Products Limited (Uhai-Division) in Dar es Salaam Region was a case study where some employees and managers will be selected as the study sample.

1.8 Limitations of the Study

The study is expected to be limited by the following factors:
i. Unwillingness of some respondents to provide required data for example in filling the questionnaires and return them to the researcher;

ii. The absence of some respondents for the scheduled interviews.

iii. Financial and time limitations

**Ways used to overcome limitation**

The identified problems above will be addressed by doing the following:

i. Encouraging the respondents to willingly participate in interviews and filling questionnaires;

ii. The purpose of the study will be explained to the respondents to gain their trust and participation in the study;

iii. Promising the anonymity of the respondents as suggested by Mouton & Marais (1996);

iv. Reminders follow ups in terms of phone calls and physical visits will be made to ensure that all the interviews were carried out as planned.
CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction
This chapter reviews the literature relevant to the research objectives. It builds a theoretical foundation upon which the research is based, and makes reference to some empirical studies which relate to the concept of employees’ motivation on organisation.

2.2 Definitions of Key Terms
2.2.1 Motivation
Robert (2012) defined motivation as moving individuals to work; exclusively or in gatherings so as to create best outcomes. With regards to this examination, it is characterized as the demonstration of making representatives feel that their work is perceived and esteemed and in the meantime they get the prizes worth their info.

2.2.2 Employees motivation
According to Valencia, (2011) employee motivation is the mind boggling powers, drivers, needs, strain states, or different systems that begin and keep up intentional movement coordinated towards the accomplishment of individual objectives.

2.2.3 Importance of Motivation
Motivation is a standout amongst the most pivotal components that decide the productivity and viability of an association. Every single authoritative office will stay futile except if individuals are spurred to use these offices in a gainful way. Inspiration is a fundamental piece of the board procedure and each supervisor must rouse subordinates to make in them the will to work (Gupta, 2005).

In addition, singular execution is controlled by inspiration which is the longing to carry out the responsibility, capacity, ability to carry out the responsibility, and the workplace including apparatuses, materials and data expected to carry out the responsibility. It is significant for pioneers to guarantee better workplace that are peaceful and guarantee
preparing to the individuals who need capacity to upgrade elite of associations (Frank, 2013).

Additionally, persuading representatives alone can't result in superior except if joined by capacity and better work structure. One of the prime elements of the executives is to structure and improve work framework with right exercises, right assets at the opportune time. To accomplish the best execution from persuaded workers, the executives must give steady and predictable framework that permits representative development prompting abnormal state of execution (Puplampu, 2013).

Besides, (Gupta, 2006) laid out the significance of inspiration as pursues: Motivation is a powerful instrument in the hands of the executives to augment proficiency of tasks. A labourer might be skilled yet no movement can occur until the individual is happy to play out that action. What representatives do depends to a great extent on how much and why they need to do. Propelled representatives give more noteworthy execution than demotivated ones. Inspiration rouses workers to utilize various variables of generation.

They work entire heartedly to apply their capacities and potential in limiting waste and cost. The undertaking can utilize physical and money related assets. Higher inspiration prompts work fulfilment of labourers. Open doors for need fulfilment make worker faithful and focused on the association. As an outcomes work non-attendance and turn over are low.

2.2.4 Problems Facing Employee Motivation
The usage of persuasive framework is looked by various issues, among these issues is absence of comprehension of inspirational hypothesis, deficient assets, clashing objectives, inadequate contribution of the concerned gatherings, absence of straightforwardness on the current persuasive projects just as obsolete persuasive program (Ngirwa, 2005).
Inspiration is troublesome wonder to see to such an extent that most representatives and administrators neglect to get it (Spector, 1997). As fashioner and implementers of the inspiration program, chiefs face issues of finding intentions in individuals and set up a program that would coordinate with those of the heterogeneous workforce that is coordinating occupations to individuals (Mponezya, 2007).

Moreover, subjective hypotheses dependent on representative needs like the order of necessities hypothesis, the Energy Relatedness Growth hypothesis and the two factor hypothesis are troublesome inspirational speculations to comprehend (Hulin and Judge, 2003). This is on the grounds that they are excessively mental to singular representative reasoning and feeling. The hypotheses can't be estimated with any logical exactness. Nobody is certain whether needs exist or not (Thompson and Phua, 2012). This prompts making derivation just that individuals need certain things through their activities and what they state (Ngirwa, 2005).

Insufficient assets is another issue that repressing a few associations to structure appealing inspirational bundles (Moorman, 1993; Locke, 1976). Deficiency of assets produces endless loop with the end goal that an association can't give agreeable inspirational bundles, and because of poor inspiration, representatives detest their occupations and lessen spirit to work which thusly prompts lower level authoritative execution, low quality of administration arrangement to its client just as declined in gathering enough cash for both individual and hierarchical achievement (Mwakabalile, 2007).

Clashing objectives is additionally among the issues which includes irreconcilable circumstances among representatives and the executives inside the office (Kalleberg, 1977). Most persuasive projects neglects to meet the prerequisite of its workers since, directors who are the key heads, architects and implementers of inspiration frameworks put individual interests first while ignoring authoritative intrigue (Latham and Budworth, 2007). Likewise, this jumps out at representatives who hope to be fulfilled by guaranteeing that their essential objective of necessities satisfaction is practiced
(Arvey et al, 1989). Subsequently, the two sections impact and decrease hierarchical improvement systems (Staw and Cohen-Charash, 2005).

Most open associations likewise face issues in inspiring representatives because of absence of straightforwardness (Judge et al, 1997). This dependably prompts incapable inspirational projects (Holmberg, 2016). Everything is treated as secret with the end goal that even issues that are for representatives advantages are not unveiled prompting disappointment and doubt to the administration. Be that as it may, obsolete inspirational projects ought to be evaded on the grounds that, if the association framework utilizes past guidelines, such association won't be able to meet its worker types of gear (Holmberg, 2017). Henceforth, it is significant for inspiration framework to be dynamic and change with quick innovative headway.

2.2.5 Factors affecting Employee Service Quality

Gupta (2006) recommends that, aside from the components that influence the setting of inspiration, there are likewise a few factors that influence administration quality straightforwardly. The nature and the effect of these variables on execution are portrayed beneath.

2.2.5.1 Nature of Work

The activity itself practices a huge impact in representative administration quality. Present day innovation has made the greater part of the plant employments dreary, repetitive, dull and unchallenging (Judge et al, 2001). Thus most laborers don't accept enthusiasm for the position and view it as a wellspring of salary (Wright et al, 2007). These antagonistically influence the amount and nature of yield. Social researcher has built up the system of occupation enhancement and employment growth to make employments all the more fascinating and testing (Wright and Croponzano, 2000).

2.2.5.2 Work Environment

Great physical working condition, for example, right temperature, satisfactory lighting, appropriate ventilation, and clamour free environment effect sly affect the
motivation and execution of representative in giving quality client administration (Baptiste, 2008).

2.3 Theoretical Literature Review

There are various inspiration speculations which for the most part are integral. The hugest speculations are: Maslow's chain of command of requirements hypothesis and Herzberg's two-factor hypothesis (Armstrong, 2009). Maslow's progressive system of requirements hypothesis is exhibited first.

2.3.1 Maslow’s hierarchy of needs theory

The Maslow's pecking order of necessities hypothesis places that conduct at a specific minute is dictated by the powerful urge to meet an individual need (Maslow, 1954 and Lindner, 1998).

Clinician Abraham Maslow proposed that there are five kinds of requirements that must be fulfilled before an individual can act unselfishly (Griffin, 2011). These necessities are progressively masterminded beginning with the most essential needs which are physiological needs, trailed by wellbeing needs, love, the journey for regard and the self-realization being the most elevated (Gawel, 1997). Maslow expressed that, if all needs are unsatisfied at a specific time, fulfillment of the overwhelming need would be most squeezing and that the need that starts things out must be fulfilled before a higher-level need becomes an integral factor (Brief and Weiss, 2002).

Maslow contended that, lower level needs must be fulfilled before the following higher level need would persuade representatives (Robertson et al, 2012). As indicated by Maslow, the higher level needs are not viewed as significant by a person until the lower level needs are fulfilled in any event incompletely and once a need is fulfilled the individual is worried about the following degree of need in their own progressive system (Randhawa, 2007). The five needs proposed by Maslow (refered to in Koontz and Weihrich, 2007) are additionally explained underneath.
i Biological and physiological needs
These are referred to by Maslow as the basic needs for sustaining human life itself, such as food, water, warmth, shelter, and sleep (Abraham, 1999). Until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people (Griffin, 2011). In relation to biological and physiological needs the organization is providing the accommodation (shelter), food at work as competitive packages (Morris & Feldman, 1997). But the researcher wants to test if the degrees of satisfaction differ from one employee to another.

ii. Safety needs
When people have (or partially) satisfied their physiological needs, they become motivated by safety needs such as protection, and freedom from threatening forces such as war, terrorism, illness and fear anxiety, chaos and natural disaster (Fisher, 2000).

iii. Love and belongingness
According to Maslow, these needs become important after people satisfy their first two types of presented needs above. Since people are social beings, they need to belong, to be loved and accepted by others (Cote & Morgan, 2002). These needs include the desire for friendship; the wish for a mate and children, the need to belong to a family, a club, neighbourhood or a nation (Gawel, 1997).

iv. Esteem needs
According to Maslow, once people begin to satisfy their need to belong, they want to be held in esteem both by themselves and by others (Honey, 2009). The esteem needs include self-respect, confidence, competence and the knowledge that other holds them in high esteem (Pink, 2013). At this level, Maslow identifies two levels of esteem needs, one being reputation and the other is self-esteem (Foley, 2013).

v. Need for self-actualization
Maslow regards this as the highest need in his hierarchy. It is the desire to become what one is capable of becoming—to maximize one’s potential and to accomplish something (Koontz & Weihrich, 2007).
2.3.1.1 Critique of Maslow’s theory
The Maslow's chain of importance of need hypothesis has some useful ramifications to workers' inspiration. For instance, workers and different classifications of individuals need their essential needs fulfilled. In the event that these necessities are not fulfilled, they are not liable to work viably; they can't be relied upon to contribute their best to representative inspiration and they are not prone to be gainful and creative (Spanyi, 2003). Various elements have distinctive effect on inspiring representatives; and representatives may have various needs, for example, compensation increment, great working conditions, the requirement for advancement and improvement (Smith and Finger, 2003). With the end goal of this investigation, Maslow's pecking order of necessities gives a continuum of elements that can be investigated to comprehend factors workers find most significant and liable to spur them the most in their jobs (Ould, 2005).

Maslow’s theory of motivation has been criticized on several grounds; for example, there is little evidence supporting Maslow’s hypothesis, that satisfaction of needs decreases the importance of those needs (Chopra, 2002). Moreover, people’s needs do not necessarily follow a particular order or pattern in every case and all the time (Naidu, 2005). In this regard it does not make sense to argue that people will only demand a particular set of needs after a lower need has been satisfied. People tend to aspire for multiple desires and tend to look for them simultaneously.

2.3.2 Herzberg’s two-factor theory
Frederick Herzberg is a standout amongst the best known analysts in the field of inspiration who built up a hypothesis dependent on an investigation of need fulfilment among specialists and bookkeepers (Lindner, 1998). As indicated by Herzberg (referred to in Armstrong, 2007, p.124) the elements offering ascend to work fulfilment (and inspiration) are particular from the components that lead to work disappointment.
He named the variables that lead to work fulfilment as helpers/satisfiers, which incorporate fulfilment of accomplishment (excelling and succeeding), acknowledgment, progression, the work itself, and self-improvement (Silver, 2001).

As per Herzberg, the variables prompting work disappointment are known as cleanliness/disappoints, which incorporate such factors as organization strategy and organization, specialized supervision, relational relations with managers and friends, pay, professional stability, work conditions and status (Deci, 1971). Herzberg further placed that while the persuasive elements (satisfiers) are characteristic for the activity and that their expansion fulfils the representatives and improves execution, their decline does not cause disappointment (Gupta, 2011).

2.3.2.1 Potential application and limitations of Herzberg’s theory

The study was an attempt to test the applicability of Herzberg Two Factor Theory of motivation (job related and non-job related motivators) in a developing country context.

The Herzberg’s Two-Factor theory is relevant in this study in view of the following: different sets of motivational factors can motivate workers differently (Jeston & Nelis, 2005). By studying a set of intrinsic (job related) and extrinsic (non-job related) motivation factors as suggested by Herzberg and indeed aspects posted by other theories reviewed above, it is possible to understand which among these factors are mostly considered by employees to be motivating or demotivating (Ryan et al, 2006; Draheim, 2005).

However, the constraint of the Herzberg’s Two-Factor theory is that it ignores the fact that people are heterogeneous in their needs and expectations (Tulsian & Pandey, 2008). The authors maintain that it is not always that there is cause-effect relationship between satisfaction and performance (Harmon, 2007). Moreover, the Herzberg’s theory fails to capture the possible role of the contextual or background factors that have nothing to do with what managers at workplace do or do not on what employees think or feel about their jobs (Jeston & Nelis, 2008). Aspects such as national laws and one’s social and
economic backgrounds could be important in the analysis of one’s motivation at the work place and attribute toward a job.

Herzberg's Two-Factor hypothesis is firmly identified with Maslow's Needs hypothesis, value hypothesis and substance (needs) hypothesis in that it arranges human needs and express that these human needs must be fulfilled for the representatives to be roused (Agarwal, 1982). The principle qualification between these speculations is that the lower level needs of individual, for example, sustenance, cover, employer stability are viewed by Maslow as having the power or intensity to propel laborers (Chang, 2006).

Nonetheless, to Herzberg, these are simply sterile (the act of keeping yourself) factors; on the off chance that they are missing there is disappointment however their quality does not give any inspiration (Banerjee, 1995). Hypotheses of inspiration can comprehend why individuals carry on as they do. No hypothesis has a widespread methodology or capacity to clarify human conduct, since people groups' conduct is excessively unpredictable (Donnelly, Gibson, and Ivancevich, 1995). This examination is of the view that workers are probably going to be inspired to successfully play out their occupations if both inherent and extraneous variables are fulfilled.

2.4 Empirical Literature Review
Okan, Safakli and Mustafa (2012), completed an investigation on Universality of Factors propelling workers in Banking Sector of Northern Cyprus. Their investigation uncovered that the most significant elements rousing representatives are fair compensation and advancement, broadened sound advantages and workplace. Besides when contrast and a comparable report in Finland, it is discovered that the most significant calculate spurring representatives the two nations is wage. The examination was led in a created nation while a specialist study is engaged in the financial part situated in Tanzania as a less creating nation.

Skibba (2015) researched on personality and job satisfaction through investigating the Central Wisconsin fire fighters company which is located in the north-central United States. The purpose of their work was to present investigation evaluating how
personality and job satisfaction affected job performance in employees. The investigation of the twenty (20) interviews uncovered that while the utilization of remunerations was imperative in propelling representatives, there was the requirement for the executives and bosses to have a reasonable comprehension of the human instinct and what really roused workers. The examination further affirmed that proficient inspiration program comes from a blend of extraneous and characteristic prizes.

What's more, the investigation set up that the vast majority of the difficulties chiefs looked in spurring their workers could be wiped out when legends encompassing inspiration were disposed of and singular contrasts as far as inclinations and goals were fused into a reward framework. At last, the investigation presumed that improved inspiration could be accomplished when chiefs do their best to structure the work setting so they become helpers in themselves while in the meantime dispose of demotivating factors at the work place.

Albeit (2015) conducted the study on the factors that influence employee motivation in public sector at Victoria commercial bank in Kenya using correlation and regression to analyze data and concluded that there positive relationship between motivation and employee performance.

Oluseyi and Ayo (2009) investigated the motivation challenges for oil and gas companies in Ibidani and Oyo state Nigeria. They found that there was a significant link between performance and motivating employees in organizations and that lack of motivation among the organization had a negative impact on organizational performance.

The authors revealed that among the employees’ de-motivation factors were low salary, failure to implement good performance appraisal, lack of recognition, lack of empowerment and poor supervision style. The study concluded that although money was important in a competitive market environment, non-monetary factors such as effective and fair performance appraisal, empowering employees and good supervision style played a major role in motivating employees in the soil and gas sector.
Karubi (2014) exploring about the factors that motivate employee at Muhimbili National Hospital in Dar Es salaam region, he concluded that employees of Muhimbili 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.

China (2015) investigated factors for employee’s motivation in private sector in Tanzania using a case study of Airtel Headquarters Tanzania, Dar Es Salaam Region. One of the main components of this comprehensive study was to measure the extent to which workers in the hospital were satisfied with the tasks they performed and to identify factors associated with low motivation in the workplace. The study involves sample of 70 including managers and employees. The findings of the study show that both job related and non job related factors were important in employees’ motivation. Job related factors the employees considered to be motivating in Airtel Company were: promotion, training and development opportunities, recognizing of employees’ effort and performance.

The non-job related factors employees considered as important for their motivation included: salary, rewarding the hard working employees, good working conditions, monthly/annual bonuses and organizing parties on regular basis. The findings are consistent with Herzberg’s two factors theory in that the factors described by the respondents as most motivating reflect both intrinsic (job related) and extrinsic (non job related) motivators.

Lukosi (2015) investigated the effects of motivation on teacher’s engagement in school reform in Ilemela District - Mwanza. Specifically, the study sought to find out whether motivation of teachers had any effect on their morale to perform and; the effect of intrinsic and extrinsic motivation on the performance of teachers. A descriptive survey
research design was adapted where a total sample of 91 respondents including teachers, head masters, Ilemela district Education Officer (DEO) were consulted. The primary data was collected using structured questionnaires for teachers, as well as key informant interview guides for head masters and DEO. Consequently, both qualitative and quantitative data were collected.

Research findings revealed that the performance of teachers was good despite the fact that their motivation was inadequate. Besides, the majority of the teachers performed their tasks with high morale as evidenced from reporting early at school, regular testing and examination of students. A significant positive relationship between intrinsic motivation and performance of teachers was also found to exist in secondary schools in Ilemela, Mwanza. On the other hand, a positive relationship was also revealed between extrinsic motivation and performance of teachers, implying that extrinsic motivation affected the performance of teachers in Ilemela.

Shah and Shah (2010) examined the motivation relevance in organizations development on the employees’ commitment to the organization. The study was undertaken in Wales specifically on the factories whereas employees work on shifts with some being working during the day and others at night while interchanging as per the setting schedules by the management of the organization. The study was performed qualitatively in the sense that it seeks to demonstrate the pattern on the how of phenomenon.

The results indicated that motivation is an important component in an organization by the management which should not be ignored because it aims to facilitates the boosting of employees trust and commitment because is something which directly responds to their needs and concerns whereas automatically they tend to be corresponding positively with the organization needs and wants in line with the organization goals and objectives. This is also useful to assess in Tanzania especially in the private sector whereas some companies have motivation packages for the employees on motivation itself.
Manyenga (2016) pursued an examination on the effect of employee motivation on performance of the workers in the private sector organizations in Tanzania. The study specifically reflects Tanzanian environment whereas survey was the approach which the study undertook. Findings revealed that employee motivation is useful to promote cooperation and good relations between the employer and the employees because the initiatives automatically brings them together because they facilitate persistence of interactions and interactive behaviours between the two and fellow employees. This is an advantage because it is something which organization strive diligently to achieve since it benefits them as entities since it is within their self-interests.

In addition to that, motivation fosters attraction of the employees to the organization because it plays significant role in influencing positive attitude of the employees towards the organization. This consistently leads to the performance results and outcomes because it fosters progressive thinking and positivity of the employees on the organization. In that case, since some organizations possess motivational packages; it is therefore necessary to assess their impact on motivation itself on the employees since it is sufficient gap to be filled.

Madasu (2017) performed an assessment on the motivation of teachers in higher education towards job satisfaction in Kenya. The study has been pursued in Kenya in higher learning entities for the purpose of conducting a thorough assessment on teachers’ motivation in the institutions. The survey was conducted using public Kenyan Universities with a sample of 200 participants to the study which were both quantitatively and qualitatively analyzed.

Findings indicated that most teachers in the public higher learning institutions in Kenya are highly demoralized and unsatisfied with their jobs though it is difficult for most of them to find a job in the area. This has been attributed by the fact that their incentives and benefits as well as salaries and increments have been and still are manipulated by the government and politicians which has caused persisting strikes among them from time to time.
This in turn has been affecting students and the pattern of the higher learning education in Kenya because in little times strikes erupt and students are not taught and time passes which has been unhealthy in the education system in the country. This implies that the teachers are highly demotivated to the extent that once the government decides to turn the table and motivate them situation may change abruptly. This in turn brings a gap to be pursued in Tanzania on entities with motivational packages to be offered to the employees that it is important to assess them in line with the motivation influence for that matter.

Kyaruzi (2016) conducted a study assessing the effect of employee motivation on the performance in health sector organizations in Tanzania. The study is conducted in Tanzania in private health facilities since the reality is that most health practitioners in Tanzania especially in the public sector are highly demotivated and less affiliated with work for that matter. The study was conducted through survey approach using interviews and focus group discussions for capturing detailed facts.

The results pointed out that health sector in Tanzania is less motivational among practitioners because they are individuals suffer hard work in studying while ending up being worse in life achievement than many other professionals. This has caused the situation at the health facilities to be unsatisfied which has caused massive petty corruptions, and high level of shift of the practitioners from clinical to non-clinical practices. This shows that once motivation is well performed the outcomes of the practitioners may change which leads to the fact that with organizations possessing motivational practices it is relevant to assess the efforts prior to motivation influence.

Funga (2015) examined the effect of motivation on the performance of the employees in Tanzania public sector. The study is situated also within the context of Tanzania in the public sector because motivation has been and still is problematic in most public organizations in Tanzania since it less undertaken for that matter. This has been the case because most employees in the government entities seek to get financial packages as motivation whereas they get other packages they tend to be unsatisfied which has caused the concern to undertake the study.
In that case, the study was performed using survey approach such that findings shows that motivation is important on employee performance because most public organizations including Ministries and others in totality have been underperforming with none has been able to reach targets at least to 50%. In addition to that, malpractices have been persisting such as corruption and other unwanted practices among employees which is the sign of limited and poor performance culminated by limited motivation packages to the employees.

Therefore, it is important for the government to ensure that regardless of the activities and tasks ahead, for performance of the employees to be attained automatically they must be motivated because the relationship between employer and employees is always reciprocal as being give and take mechanism which is inevitable all over the globe and by the very nature of man. In that regard, it is important for sufficient motivation packages to be in place in public entities which promote performance of the employees such that it is necessary to wage a study assessing the role of motivation packages on employee motivation in an organization.

Boye (2015) carried a study assessing the effect of employee motivation on organization performance in mining sector. The study was conducted due to the fact that the mines consist of hostile environment such that it is difficult for employees to be retained for quite which automatically affect performance of the organization as a result of high employee turnover rate since the organization is retarded to start recruiting and train new employees again. The study has been undertaken in Ghanaian environment which has been pursued using cross sectional survey design for that matter.

The findings shows that the companies have been strongly investing in motivating employees financially and through other incentives such as providing the areas with sufficient and attractive environment for people to stay and invite families where necessary to foster high retention of employees in the companies. This is important because the motives as packages have had strong influence whereas it is important to
undertake the assessment in Tanzanian context on the effect of motivation packages in fostering employee motivation for that matter.

Juma (2010) also conducted a study on the motive behind employee to work in Tanzania a case of the Tanzania education authority. The study aimed at examining on the motive towards employees morale to work in Tanzania, and the Tanzania Education Authority in particular. The study used purposive sampling to select management and non-management personnel at the Tanzania Education Authority. The respondents provided their views on the incentive scheme currently in place. It founded that, there is a direct relationship between incentives and employee morale to work.

2.5 Research Gap
A number of studies have assessed employees’ motivation focusing on finding out whether the employees are motivated or not (Thwala & Monese, 2008) and (Ofoegbu, 2004). Other studies (Gupta, 2011), (Mullin, 2002) have explored mechanisms and approaches used to motivate employees.
Others have examined the implementation and differences of employees’ motivation policies (Antony, 2011) and (Gill and Stone, 2010).

However, most existing studies of motivation in Tanzania provide employees motivation experiences in the public sector (Leshabari, Muhondwa, & Mwangu, 2008). The private sector experiences remain less explored. Unlike the public sector private sector has diverse sets of motivation packages because of minimum state regulation on that part; mainly on minimum wage. Other rewards are not included in the state regulation. So it is interesting to find out about motivation packages and how employees take them.

Therefore, this study sought to fill this gap by investigating the factors employees themselves consider to be most motivating in the selected private sector organization in Tanzania (name the organization) which is among the developing countries, labeled as among the least developed countries in the world. It is expected that the findings of this
study as well as recommendations provided will contribute to fill the above research gap.

2.6 Conceptual Framework
Conceptual framework is the summary of factors and indicators used to analyze a programme or any object of interest (Kothari, 2004). Conceptual framework enables the researcher to identify and concentrate on important and relevant variables and attributes with a view to addressing the research objectives and questions (Patton, 2002). The purpose of the study is to identify factors employees consider to be most motivating in their jobs.

The analysis also attempted to establish any possible differences in perception of motivation factors among the employees considered to be demotivating and the possible reasons for such differences. To address this problem, the study adopted the Herzberg’s Two Factor Model reviewed in this chapter whereby the analysis examined whether job related and non-job related factors can match employees’ perception on the factors they consider being most important for their motivation.
Figure 2.2 Conceptual framework: Exploring the role of competitive packages in employees motivation in organization

**Independent variable**

- Job related factors
  - Achievement
  - Recognition
  - The work itself
  - Responsibility
  - Advancement

- Non job related factors
  - Supervision
  - Working condition
  - Salary
  - Company policy
  - Administration

**Source:** Sharma (2006),
3.1 Introduction
This chapter presents the methods and approaches that was applied in conducting this research study. It describes the research design and techniques that were employed. Similarly, the study area is described and the justification for its selection is provided. Further, the chapter describes the sampling and data collection protocols and the way collected and to be analysed.

3.2 Research Design
A research design is a conceptual structure within which research is conducted; it constitutes the blue print for data collection, measurement and analysis (Cooper and Schindler, 2003). It is strategy for making a systematic inquiry. Research design is the plan showing the approach and strategy of investigation aimed at obtaining valid and reliable data that achieves the research objectives and answer research questions (Cohen et al, 2000).

The researcher employed case study design because the case study design enabled the researcher to have an in-depth understanding of the phenomenon and related few cases in the system (Kothari, 2008). Forbell (1993) researchers employing case study design are able to examine small number of units that were extracted from a large number of variables and conditions. The analysis of the data obtained from case study design is easy because only small number of units was used.

3.2.1 Research Approach
Both quantitative and qualitative approaches for data collection and analyses were used. Quantitative was applied because the study deals with all numerical numbers and data collection technique such as questionnaire and interview and its analysis was done through SPSS program. Since qualitative research design dealt with non-numeric data;
its data were collected through interview and its analysis was done through categorizing data (Saunders, et al; 2012).

3.3 Description of the Study Area and Population

These studies were conducted at Bakhresa Food Products Limited (Uhai-Division) in Tanzania- Dar Es Salaam. The current data shows that the division has a total number of 170 employees. The rationale for choosing it as the case study site base on the following:
(i) Familiarity with the research area reduced the cost for accommodation and travel.
(ii) Bakhresa Food Products Limited (Uhai-Division) purposefully selected for the study, as it one of the highly operating water service organization which rely upon the marketing activities to increase its water services to the customers in Tanzania.

3.4 Population of the Study

Population refers to the larger group from which the sample is taken (Kombo & Tromp, 2006). A population can be very large or small depending on the size of the group of the persons or objects from which the researcher plans to make inference. Thus a population refers to the people that the researcher has in mind from whom data can be obtained. In this study, the target population was 40 out of 170 employees of Bakhresa Food Products Limited (Uhai-Division).

3.5 Sampling Techniques

Sampling is the process which involves the selections of sample from a population to represents studying population in order to obtain data to address a research problem (Boateng, 2014). This section describes sampling techniques and design that was used in the selection of sample.

3.5.1 Purposive Sampling

In purposive sampling, items or respondents for the sample are selected deliberately by the researcher depending on the data he or she intends to collect from them (Cohen et al, 2000). In the course of conducting this study, the researcher applied purposive
sampling method in data collection. The use of the method was attributed by the fact that the category of the respondents intended to be picked consisted of only the skilled and knowledgeable on the issue being envisaged.

3.6 Sample Size

The study include the total number of 40 respondents. In this study purposive sampling techniques and was applied to obtain the respondents. Purposive sampling is the technique used to obtain the sample which has the required base on the researcher judgment on the characteristics required for the sample (Boateng, 2014).

Table 3.2: Sampling Distribution Table

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Number</th>
<th>Sample size</th>
<th>Justification for selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource</td>
<td>03</td>
<td>01</td>
<td>They are the one who makes selection about employees to be motivated.</td>
</tr>
<tr>
<td>Production</td>
<td>100</td>
<td>20</td>
<td>Production activities</td>
</tr>
<tr>
<td>Accounts department</td>
<td>07</td>
<td>05</td>
<td>Project the trends of motivation in relation to level of profit.</td>
</tr>
<tr>
<td>HOD of Customer Service</td>
<td>03</td>
<td>03</td>
<td>Sets the motivation standards</td>
</tr>
<tr>
<td>Drivers</td>
<td>67</td>
<td>11</td>
<td>Information on what motive drives them to work.</td>
</tr>
<tr>
<td>Total</td>
<td>170</td>
<td>40</td>
<td></td>
</tr>
</tbody>
</table>

Source: Field Study (2018)

3.6.1 Procedures

3.6.1.1 Management

The researcher applied interview questions to managers in order to acquire appropriate answer which helps in getting the knowledge on type of motivation they offer, how it drive employees morale to work, what are the favourite motives to their employees,
which are the appropriate time they offer it and the challenge they face on motivation strategies and how to overcome them.

3.6.2 Employees
The researcher used questionnaire to employees in order to get perception about motivation packages, type of motivation they get, which package they find to be the most favoured apart from motivations, what’s are the challenges they think can hinder motivation strategies, what other factors influence them to work. There were open ended questions to let the respondents narrate how they perceive motivation package offered by Bakhresa.

3.7 Data Collection Techniques
The research study employed various techniques of data collection including interview, questionnaire and documentary reviews.

3.7.1 Interview
Kothari, (2004) defines interview as the method of collecting data that involves presentation of oral-verbal responses. This method can be used through personal interviews and if possible through telephone interview. The researcher used this method to get more information on the influence of motivation on organizational. This method was administered to management (the Human Resource officer and Plant manager). The interview was conducted after the return of the questionnaires so as to check the validity of the information given in both to solicit the findings.

3.7.2 Questionnaires Survey
The researcher employed this method to collect primary data from respondents. They were first pre-tested by a small number of respondents and then after they distributed to clients of these Bakhresa Food Products Limited (Uhai-Division) for collecting the data needed. Structured Questionnaires: This was used to collect information from Uhai Division employees.

3.8 Data Handling, Processing and Analysis
Data analysis refers to the computation of certain measures along with searching for patterns of relationship that exists among data groups (Kothari, 2004). The data was
collected, processed and verified prior to analysis as well as edited to detect error. Also, data were classified before coded into numerical numbers to make them amenable for analysis.

Qualitative data was recorded through interviews and content analysis was done. Analysis of documentary sources and interpretation was made by systematically summarizing the contents. The quantitative data were generated by using SPSS program and tables were used for summarization and presentation of the data. The factors that motivate employees were then established by computing using descriptive statistics.

3.9 Validity and Reliability
According to Yin (1994) the concept of reliability has the goal of minimizing errors and biases in a study through ensuring the possibility for similar results on repeating the same procedures (while ensuring that different methods were supplementary in the sense of capturing information that could not be captured by the other method(s)). In order to increase validity the questions was checked by an independent party to see if they were understandable. Moreover, the study used triangulation design to bring together the strength of both data sets to compare, validate, confirm and corroborate quantitative results with qualitative. The study also triangulate various methods to ensure the validity and reliability of the findings.

3.10 Ethical Concerns
Ethics have been in place and practised in the whole process of undertaking the study because first; it has been articulated in correspondence with Mzumbe University guidelines and provisions on study undertakings which are research based. Apart from that, the study also has been performed while ensuring that originality requirement are in place and have not been tampered because the work is original and has not exceed the required margin set to ensure originality.

Additionally, the study upon the undertaking was also conducted under the permission and granting of the Mzumbe University authority and the management by means of the clearance letter which was formally administered by the university to the candidate to
take to the research site for verification that the candidate indeed was conducting a survey which needed to be assisted by the organization to facilitate the task at hand.
CHAPTER FOUR
STUDY RESULTS, ANALYSIS AND DISCUSSION

4.1 Introduction
The chapter presents the results of the study as the information obtained from the field to fill the identified study gap which is in line with research questions guided the study. Despite that, the results are well supported by the analysis of the results as well as the discussion of the results in assuring the successful filling of the study gap for that matter. With that, the chapter is described in the following manner.

4.2 Response Rate
The study consisted of 40 respondents as participants to the study as employees in the respective organization to reveal facts on the motivation packages on motivation. The rate of the respondents indeed was positive by 100% since all respondents required were obtained and successfully generated relevant primary data to assure information gathering process.

4.3 Respondents Characteristics
The study revealed significant respondent features which have been instrumental in showing the nature and the reality of the employees in the respective entity used as the case study in the respective context. The features used for the study as variables to be assessed are age of the respondents, gender and the level of the education respectively which are shown in the manner that is as follows:

4.3.1 Age of the Respondents
Respondents in the process of generating data were to give information on the age of the participants which are highlighted in table and figure 4.1.
Table 4.1 Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-30</td>
<td>8</td>
<td>20.0</td>
</tr>
<tr>
<td>31-40</td>
<td>20</td>
<td>50.0</td>
</tr>
<tr>
<td>41-50</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td>51-60</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data

Figure 4.1 Age

Source: Field Data

Results in table and figure 4.1 shows information on age of the respondents which were certain that 8 (20%) of the respondents ranged between 20-30 years; 20 (50%) of the
respondents ranged between 31-40 years; 11 (27.5%) respondents ranged between 41-50 years and finally, 1 (2.5%) respondent was aged between 51-60. This implies that private entities in Tanzania including Bakhresa food products have consist of employees in the mid-aged category and the young generation in most cases the elderly and aged ones. The view is in line with Kyaruzi (2017) suggesting that most private entities in different sectors in Tanzania in most cases consist of employees as young generation with most being the youth and the mid aged group since they are highly energetic and productive to realize the goals and objectives of the entities in assuring productivity.

4.3.2 Gender of the Respondents
The study also in assuring knowledge generation process through the respondents requested the information on the gender categories of the participants with the information shown in table and figure 4.2.

Table 4.2 Gender

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>24</td>
<td>60.0</td>
</tr>
<tr>
<td>Female</td>
<td>16</td>
<td>40.0</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data
Figure 4.2 Gender

Source: Field Data

The study results in the table and figure above shows results on gender which are in a manner that male respondents were 24 (60%) respondents; while 16 (40%) respondents were female. The implication of the results was such that the private entities in Tanzania both mainland and Zanzibar for that matter in most cases employs both men and women as practitioners in different vacancies available provided that one is able to secure the job once has demonstrated competence to perform the job for that matter. The statement is in line with Manyenga (2016) stating that employees in Tanzania private entities consist of both men and women and are all employed on equal chances and opportunities both in mainland Tanzania and Zanzibar such that the greatest concern is the merit pertaining to the specific person as an individual employee to be hired.
4.3.3. Education of Respondents

The study also in the information generation process requested the respondents also to provide the information on their level of education which are stated in table and figure 4.3.

Table 4.3 Education

<table>
<thead>
<tr>
<th>Level of Education</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secondary Education</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Certificate</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Diploma</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>First Degree</td>
<td>20</td>
<td>50.0</td>
</tr>
<tr>
<td>Masters</td>
<td>7</td>
<td>17.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data
Figure 4.3 Education

Source: Field Data

The study results in table and figure 4.3 shows the facts on the education of the respondents that 4 (10%) were secondary school leavers; 4 (10%) were certificate education holders; 5 (12.5%) respondents were diploma holders; 20 (50%) respondents were first degree holders; and 7 (17.5%) were Masters Degree holders. The implication of the results are that in private entities dealing with operational and production activities including Bakhresa food production constitute employees in all categories of education since there are several activities accommodating all cadres of employees including information and communication technology (ICT), procurement, logistics, engineering and others for the greater good of the organization.
The assertion is supported by Katou (2008) with a view that companies performing engineering activities as well as production and manufacturing tasks; usually consist of all categories of employees pertaining to the education level and skills since such entities requires all kinds of people as practitioners to respond to the needs and demands of the organizations for that matter. This is an issue of serious concern pertaining to the organization prosperity and growth for that matter because key issues pertaining to results generation are dealt upon.

4.4 Motivation Packages available at Bakhresa Food Products Limited

The study indicated several motivational packages available at the company through the information generated from the respondents as the respective sample size for the study. The employees states several motivational packages available at Bakhresa food production including salary increment and or increase that the organization has increment on salaries based on performance, employee deliverables and also after certain time of service which has been highly appreciated by the employees for that matter in different sections and departments in the organization.

Despite that, the other package available in the organization are the allowances to the employees besides the salary paid to the employees for food, transport and housing that it is something which is well valued by the employees in the organization such that it has been the cause of high employee retention which has been surpassing turnover to a great scale. This has enable many employees to enjoy the salaries paid to them since most of the other expenses which are due every day to the employees such as food and transportation are covered by the organization.

The other package to assure employee motivation is the assurance on career growth and development since the entity has performance appraisal pattern which is performed on fair grounds such that those performing and excelling well in the practice are assured of being promoted. This is motivational since employees have an opportunity in the organization to excel higher in terms of career in various sections, posts and settings of job in the organization.
In addition to that, performance recognition is another motivational package which is non-financial and well-embraced and appreciated that once one performs well in the organization is well recognized and appreciated by the public to see and know. This has been a motivating factor among many employees as well seeking to achieve such recognition by the management of the company such that it has been a catalyst towards performance of the employees which has been assuring profitability generation in the organization.

Furthermore, the other package which is highly appreciated and well acknowledged is the provision of food to the employees on daily basis that the organization provides food to the employees during lunch time which is good and well prepared without paying for it. This has enable the employees to be assured with lunch whereas has been a good catalyst and motivational package since employees are highly enjoying the salaries they are paid for that matter.

Moreover, the company provides bonuses to the employees as per the cadre categories in different time such as holidays which are recognized by the organization such Eid El-Fitr and others of that kind; the entity has been providing bonus payments which has been a successful motivational package since employees are assured of celebrating their holidays well since they are guaranteed with payments as being part of the company as employees for that matter. Results therefore are well described in table and figure 4.4.
Table 4.4 Motivational Packages

<table>
<thead>
<tr>
<th>Package</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary increment</td>
<td>13</td>
<td>32.5</td>
</tr>
<tr>
<td>Allowances</td>
<td>13</td>
<td>32.5</td>
</tr>
<tr>
<td>Career growth</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Performance recognition</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td>Provision of food to all employees</td>
<td>1</td>
<td>2.5</td>
</tr>
<tr>
<td>Bonuses</td>
<td>4</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data

Figure 4.4 Motivational Packages

Source: Field Data
The table and figure above shows motivational packages available in the organization at Bakhresa food production. The implication of the results is that each and every organization which performs well in the market and strives for excellence constitutes sufficient motivation packages to assure performance and prosperity of the organization respectively. The view is in line with Armstrong (2010) suggesting that motivation is an important aspect in an organization since it assures the fact that organization retains the employees and also assures promotion of team work and commitment which assures performance for that matter.

Kinsein (2016) also suggests that motivation packages is an important remedy since it always embedded in all organizations which are formal and stable with the view of excelling higher in the industry they perform. This is necessary since the organizations use the strategy to assure retention of the employees as well as the commitment of the employees in the organization to assure performance and prosperity.

Apart from that, management members on the other hand revealed significant motivational packages which are embedded in the organization such that first salary increase and increment is the package which is well assured and guaranteed since employees are well certain that as they perform and work well they are paid the salary including increase and increments are available as well where necessary as motivational packages. The statement is supported by the views from the respondent that;

“Salary increase and increment is the motivational package which is mostly appreciated by employees since they are assured of being of paid the salary stated in the contract; and as they perform well in the job increase and increments are certain and well assured for that matter”.

The other motivational package offered in the organization is the opportunity among employees for career development because in different sections and units with different categories of jobs; there are avenues for career development since as the employees perform well on individual basis; there is a chance of being promoted to higher level(s)
with an increase of salary, allowances and benefits. The statement is supported with the respondent X views that;

“The organization has the opportunity for employees to grow career wise which is an avenue available in very few private companies in different segments of jobs that as one performs well may be promoted to higher level with sufficient change in salary as well as all over benefits and entitlements for that matter”.

Despite that, several allowances to the employees such as transport and housing allowances have been a motivation among many to be retained as employees in the organization since they enjoy their salaries with several other direct costs being covered by the organization including transportation for that matter. This is acknowledged by the respondent K views which are certain and clear on the matter that;

“The company provides allowances which cover most need aspects of employees including meals for breakfast, transport and housing which has been the greatest motivational package to assure high employee retention in the organization and trust which has been assuring massive commitments of the employees”.

Moreover, the company provides food to its employees for free on daily basis which has been a key component as a bonus for motivation assurance. The package has been the key factor to foster motivation and assure high employee retention which has been reducing turnover to a great scale for that matter. This is evident since the views are supported by the direct statement from respondent H that;

“The organization provides food to the employees in noon which is well funded by the organization. This has been a remedy which strictly assures the performance of the organization since has been fostering high retention of the employees for that matter. The strategy has been instrumental in assuring that the organization strive well in achieving high employee retention and completely reduce turnover”.

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This implies that motivational packages are important and unavoidable in any organization seeking to generate good results in the market in terms of performance since employees cannot be brought to conform to the needs and wants of the organization to assure performance without motivation packages. The statement is connected with Armstrong (1999) since the fact is that performance of employees in an organization is a reciprocal outcome of response to their needs and wants whereas in return they perform. This is mostly achieved using sufficient motivational packages which are only embedded in the organization.

4.5 Employee Perception on Motivational Packages

The study indicated the perception of employees on motivational packages through the sample size of the study that they are all positive with the packages since they have all acknowledged on the existing motivational packages and the packages are sufficient and appreciated by the employees. The results shows the perception of the employees on motivational package at Bakhresa food production that the entity constitutes sufficient motivational packages which have been acknowledged by all employees. This is due to the fact that the packages are non-discriminatory in the sense that they are for all employees regardless of the cadre. This is evident with the fact that allowances offered by the organization to the employees are entitled to each and every one as the employee of the organization.

This is something which is well appreciated by the employees such that they all feel as part and parcel of the organization. Food provided by the organization is for all employees in all positions and including salary increase and increment as well are all applicable to all employees on fair grounds. This automatically assures trust and respect of the employees towards the organization.

The implication of the results for that matter has been attributed by the fact that once the motivational packages are equally distributed and granted to all employees without any form of marginalization; they become useful and well embedded among employees. This is well in line with Madasu (2016) with a view that motivation in an organization
is a very important aspect on performance and the whole relationship patterns between the employer(s) and the employee(s).

Since that is the case, the way it is embedded and practiced in the organization is very important that in most entities have been performing below the expectations since some packages were only meant to satisfy certain employee cadre which has been causing dissatisfaction because some group(s) in the organization tend to feel superior than the other(s); some also tend to be inferior which affects the whole pattern and concern pertaining to motivation.

Shah and Shah (2010) also suggests that motivation in an organization may have significant outcomes depending on the way the organization in particular practices it. This is due to the fact that once the initiatives are performed with no balance to all cadres as employees in sections, departments and units; automatically may only be beneficial to those benefiting from it. This has been the reality since it must be practiced in a manner that cut across to benefit all employees for that matter.

4.6 Motives Driving Employees to Work

The study indicated several motives which influence employees to work and deliver in a manner that assures efficiency and effectiveness for performance concerns for that matter using sample size of the study. With that, results were certain and clear that motive which drive the employees to work are basically financial rewards such as salary increment since it enables individuals to earn sufficient money to satisfy their needs, family needs and respond positively as well to their life achievement concerns. This is the most important motive since employees as individuals work with expectations of receiving something positive for their well-being and personal growth such that once the salary pattern is good and promising to realize the needs and wants of the individual employees automatically they work.

Despite that, the other motive are the allowances provided by the company to the employees which are financial incentives besides salaries that they have been enabling employees to be assured with planning of their salaries since the organization provides
extra other financial incentives as motivational packages for employees to benefit well from their salaries and cover certain key needs on their daily basis as employees such as transport, meals, housing facilities and others.

In addition to that, the other motive is the provision of food to the employees by the organization on daily basis in all working days. This is important since employees as individuals on daily and regular basis need to eat while at work and at any situation whereas the costs of covering a single individual on meals are high for that matter. With that, the organization has been and still provides food to the employees to the extent that they are all assured of eating two meals in a day covered by the company which is well appreciated to the extent that employees are enthusiastic to work at the company which has been fostering high employee retention for that matter.

The other motive is the assurance on career growth and development since the organization has room for further growth and development of the employees’ career through promotions. This also motivates the employees to work since those performing well are positively rewarded through promotion which has financial implication because once one is promoted the implication is that the salary also changes and increases for that matter. The results are well described using table and figure 4.6.

Table 4.6 Motives

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>14</td>
<td>35.0</td>
</tr>
<tr>
<td>Allowances</td>
<td>18</td>
<td>45.0</td>
</tr>
<tr>
<td>Career growth</td>
<td>5</td>
<td>12.5</td>
</tr>
<tr>
<td>Provision of food to the employees</td>
<td>3</td>
<td>7.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>40</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Field Data
Source: Field Data

The study using the table and figure above shows the results on the motives driving employees to work at Bakhresa food production respectively. The implication of the results is that employees through motivation packages are highly influenced by financial rewards since have direct impact on the lives and well-being of the employees than other non-financial rewards. The statement aligns with Alderfer (1969) suggesting that employees in an organization through several motivation packages in place are highly motivated and respond to the financial rewards.

This is attributed by the fact that financial rewards fosters the realization of the employees needs and wants since they are able to secure income which fosters the personal growth and development. Besides that, Funga (2015) also states that financial
rewards in any organization are the key and central assuring employee motivation since they touch the exact needs and wants of the employees as individuals. With that, once they are well and attractive accessible to all; employees may strive as hard as they can to make sure that they receive such rewards since they guarantee sufficient gains and development of the individuals at personal levels.

Apart from that, the management employees also showed several motives which assures employees to work in the organization which are financial related rewards including salaries that they enable the practitioners to earn income to pursue several other personal concerns on their daily lives and undertakings. In fact, salary is the primary motive since people as individuals work for the sake of getting salary as income earned to achieve their personal concerns for that matter. This is well supported by the respondent views that;

“Salary is the primary motive for any employee in any organization to work since it is an initiative which assures income generation pattern to the individual employees fostering the realization of other needs. Once the salary is motivational enough automatically drives employees to work and vice versa”.

The other motive is the opportunity the organization has for career development that there is a room which is sufficient to guarantee promotion as a result of good performance in almost all cadres such that employees have been responding well to the need to perform through work to be promoted. This is because promotions have effect on salary that they assure salary increase as well as all other financial incentives increases as well. The statement is supported by respondent T that;

“Career development serve as the important motive in the organization to assure employees to work since the company has opportunities for employees to excel higher as a result of good performance which has impact on salary and all other financial incentives because they tend to increase”.

Moreover, allowances and food provided by the company to the employees has been and still is a major driver towards enabling employees to work because the initiatives
have enabled several other primary expenses to be covered by the organization with the salary of the employees becomes useful and significant for undertaking several other personal initiatives. The statement is supported by the views of the respondent that;

“The organization provide several allowances and meals for employees on daily basis in working days which has been covering several expenses such as transport, food and others which are central to the extent that the strategy has been influencing employees to work and deliver since their salaries are well protected to be planned for their personal issues as individuals”.

This implies that employees in several organization settings through motivational aspects driving them to work are strongly motivated by financial rewards than all other forms of rewards and motivation for that matter. The view is supported by Armstrong (2010) stating that employees in organization setting are well motivated by financial rewards and incentives since it is the primary reason for one to work to earn income. With that, all other forms of rewards and motivation which are non-financial may be of short span but once financial ones are well automatically drives people to work.

4.7 Reasons that Challenge Efforts to Motivate Employees at Bakhresa Food Products

The study further revealed several reasons which affect the efforts to motivate employees at the organization using the sample size for that matter. The study shows that diversity in culture has been and still is the major challenge towards motivational efforts to the employees at the company since the practitioners are of different backgrounds and the orientation pertaining to culture and other aspects consisting of identities such as religion.

This has been a challenge since the company originates from individuals with Muslim background such that some incentives to non-Muslims may be perceived negatively instead of the good intentions sought. For instance, the company gives incentives in major holidays of Eid and others of that kind such that for non-Muslims they may
perceive the initiative different which is not the actual intention of the company such that it has been a major challenge as well.

Despite that, the other challenge is the employees’ compliance that some employees automatically are reluctant to comply with the requirements regardless of the efforts to enable them working in an environment which is friendly and attractive. This has enabled the organization to take further necessary measures to such individuals including termination and dismissal where necessary. This has been a challenge because it has been entailing turnover rate which is not good for human resources practices in the organization.

The other concern as the challenge has been the perspective(s) of the managers that sometimes in issuing certain incentives, managers may differ to the extent that some incentives may be prolonged and denied which has been impacting employees’ morale. This has been a challenge since it has been leading to the persisting conflicts sometimes between the employees and the management which has been culminated by differences in perspective(s) among managers on motivation packages and incentives for that matter.

Moreover, the labour market itself has been a challenge since it is highly competitive especially to the highly skilled employees with sufficient capacity in delivering such that they are highly demanded by several entities in the area such that retaining them sometimes requires high incentives to be paid and entitled to such individuals which has been raising questions to other employees for that matter. In that case, results are well described in table and figure 4.7.
Table 4.7 Motivation Challenges

<table>
<thead>
<tr>
<th>Valid</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural diversity</td>
<td>8</td>
<td>20.0</td>
</tr>
<tr>
<td>Lack of employees compliance</td>
<td>15</td>
<td>37.5</td>
</tr>
<tr>
<td>Managers perspective</td>
<td>10</td>
<td>25.0</td>
</tr>
<tr>
<td>Competition in the labour market</td>
<td>7</td>
<td>17.5</td>
</tr>
<tr>
<td>Total</td>
<td>40</td>
<td>100.0</td>
</tr>
</tbody>
</table>

Source: Field Data

The table and figure shows results on challenges on the efforts to motivate employees at Bakhresa food Production Company. The implication of the findings is that motivation initiatives do not work on linear basis since the targeted subjects as
employees constitutes heterogenic features such that may work and generate positive outcome to some; and for others may be opposite to the expectations.

The perception is well connected with Kinsein (2016) suggesting that motivation in an organization is always subjected to the employees as practitioners to the organization such that the assumption is certainly that may not work to all since the views on the efforts are relative and subjective with some seeing the positively and to others the opposite direction. This has been a challenge in organizations pertaining to employees’ motivation. This is attributed by the reality that issues that may be complemented by someone as motivation may be the opposite of the other regardless of how good and attractive may appear. This has been a challenge because for those happen not to be influenced by the initiatives some usually behave irrationally and cause other concerns for the company for that matter.

Boye (2015) also suggests that employee motivation has been and still is relative in terms of perception and the way the employees may receive the initiatives. This entails that for those the incentives fits to their needs and wants automatically feel rewarded and may have positive effect on the outcomes. However, for those with different views anything may happen including tragedies sometimes as a result of being unsatisfied. In that case, it is relevant for the organization to conduct survey within the organization especially to the employees to determine their inner issues of concern such that once the organization responds to the concerns and needs which are exact and realistic they tend to be highly motivated and proactive in working and delivering on behalf of the organization for that matter.

This is evident with most large corporations in United States that the management of the entities in most cases usually engage in undercover boss programs whereas leaders such as owners of the entities and the Chief Executive Officers (CEOs) disguise themselves with new identities and go undercover as employees in the lower cadre and all other segments, sections and departments in the organization to capture the real issues of the employees. With that, as they complete their covers they usually conduct
decisions which automatically impacts positively the employees regarding their observations and further which have been highly motivational to the employees.
CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The chapter provides the summary of the study, the conclusion and the recommendations since the purpose is to show the briefing of the whole study, the final position of the inquiry and the measures suggested on the observed points of weaknesses for that matter. The chapter has therefore being presented in line with the research questions guided the study since the information to fill the gap has been generated in response to the research questions.

5.2 Summary
This entails the briefing of the study on exploring motivational packages on employees’ motivation in Barkhresa Food Production Company (Uhai Division) respectively. The study was guided by four specific objectives which generated research questions for the dissemination of sufficient knowledge to fill the study gap. The study was performed using case study approach supported by exploratory design through qualitative approach. Data were collected from the selected case study which were collected using questionnaires and interviews.

Data collected using the questionnaires was administered and computed in SPSS software version 22.0 to produce analytical tools to present the data. Descriptive statistics specifically frequency tables, percentages, charts and graphs were used to present the results from data collected using questionnaires. Data collected using interviews were analyzed using content analysis approach which were presented in narrative form using relevant themes to support the facts. Results were certain that several motivational packages offered by the organization have been shown such as salary increments, allowances, career development, food to the employees, recognition of the performance and others.

Despite that, employees are highly positive and appreciating the efforts done by the organization to motivate them. In spite of that, the study further indicated several drivers of motivation fostering employees to work and deliver which are mainly financial
rewards and incentives offered to the employees. Moreover, several challenges on employee motivation efforts have also been highlighted including diversity of culture, lack of compliance on some employees and others.

5.3 Conclusion
The reality is that motivational packages offered by Barkhresa Food Production Company are highly useful and to a great scale have fostered performance of the organization which persists to this day. This is due to the fact that it shows concern on welfare of the employees and the desire that one need to be well assured and accommodated by the organization to reach at work place as well performing the duties while is physically and mentally fit for that matter. However, there are some challenges as obstacles in the process of exercising the motivational packages which are important to be looked upon for further enhancement of the organizations for that matter.

5.4 Recommendations
Since motivational packages have proved to be useful and progressive, the study recommends that first in motivating employees all forms of identities must be discouraged in the sense that if the organization seeks to provide incentives in great public holidays; then should do the same to the non-Muslims to get away from the identity questions. If that is difficult then the organization must design a way promote the practice in a manner that hide identities for that matter.

The view is supported by Armstrong (2010) suggesting that politicization of identities at work place is not health to the organization since it leads to the persisting groups which are hostile and antagonistic to each other such that it directly affects productivity because once the situation becomes severe it becomes difficult even to work together and cooperate in situation where cooperation may be required.

The study also recommends that since motivation is relative and subjective upon being received by the employees; the organization must be able to identify key areas which are supported by many to capture views and interests of the many for the greater good of the organization. The statement is supported by Boye (2015) suggesting that the
initiatives as they are received may be accepted and rejected by members in different ways. However, it is important for the entity to further explore the packages which are mostly supported by many to capture the views and interests of the many.
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Maslow A. (1954), Motivation and Personality (B)


APPENDICES
APPENDIX A

QUESTIONNAIRE FOR EMPLOYEES

Part I: Personal information
1. Your age (please tick the appropriate answer)
   A. 20-30 years (   )
   B. 31-40 years (   )
   C. 41-50 years (   )
   D. 51-60 years (   )
   e. 60 + (   )
2. Gender (please circle whichever is relevant)
   A. Male (   )
   B. Female (   )
3. Academic qualifications (circle the relevant answer a. Certificate
   (   ) A. Diploma (   ) B. Bachelor degree
   (   ) C. Master’s degree (   ) D. Any other
   (specify)..............................................
4. How long have you been working at this organization? (Tick the relevant answer)
   A. Less than 4 years (   )
   B. 5 - 10 years (   )
   C. 11- 14 years (   )
   D. Above 14 years (   )

Part II
Motivation packages available at Bakhresa Food Products Limited (Uhai-Division)
1. Mention all motivation practices at Bakhresa Food Products Limited.
   i..............................................
   ii.............................................
   iii.............................................
   iv
2. From the mention motivational practices please mention the top three ranking them in terms of preferences beginning with the most effective one.
   i. ..............................................................
   ii. ............................................................
   iii. ..........................................................

3. among the above motivation practices which one drive you to work? And why
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

4. Are motivation packages provided constantly or not? Please explain the answer.
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................
   ........................................................................................................................................

Perception of the employees on motivation packages used at Bakhresa Food Products Limited (Uhai-Division)?

1. Do you have motivation packages in your organization?
   i. Yes (    )
   ii. No (    )

3. Which of the motivation practices needs improvement and
4. Which motivation practices are well practiced? And explain
............................................................................................................................................................................
............................................................................................................................................................................

5. Which package do you think is the first to you and why?
............................................................................................................................................................................
............................................................................................................................................................................
............................................................................................................................................................................
............................................................................................................................................................................

6. What type of motivation do you like the organization to employ in motivating employees?
   i. Financial
   ii. Non-financial

7. Do you think that money is the most motivator for employees to work? Tick the relevant answer one
   i. Strong agree ( )
   ii. Somehow agree ( )
   iii. Neutral ( )
   iv. Agree ( )
   v. Strong disagree ( )

The motives that drive employees to work
1. Do you think the effective use of motivation strategies can increase employee’s morale to work? (Please tick appropriate answer)
   i. Yes ( )
   ii. No ( )

2. Apart from motivation what can influence you to work? (Please tick the appropriate answer)
   i. Family responsibilities ( )
ii. For leisure ( )
iii. Normal culture ( )
iv. Prestige ( )
v. To improve the level of thinking ( )
vi. None of the above ( )

3. Is management discuss with employees on type of motivation to be used in your organization?
   i. Yes ( )
   ii. No ( )

4. Are this motivation packages provided in the series of;
   i. Frequently ( )
   ii. Annual ( )
   iii. Weekly ( )
   iv. Daily ( )
   v. unpredictably ( )

5. What do you think to be the best time to provide this package of motivation?
   (Please tick the appropriate answer)
   i. Frequently ( )
   ii. Annual ( )
   iii. Weekly ( )
   iv. Daily ( )
   v. unpredictably ( )

Factors that challenge the efforts to motivate employees?
1. What do you think to be the major challenge in motivating employees? (Please tick the appropriate answer)

   i. Diversity of culture ( )
   ii. Manager's perspective ( )
   iii. Poor participation of employees ( )
   iv. Labor market ( )
   v. None of above? Specify ........................................ ( )

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2. If you’re given the chance to improve the motivation packages in your organization what are you going to add?

i. Annual increment (  )
ii. Medical consultation (  )
iii. Bonus (  )
iv. Training (  )
v. Pensions (  )
vi. Performance pay (  )
vii. Transport allowance (  )
viii. Recognition (  )
INTERVIEW GUIDE FOR MANAGERS

1. What motivation package do you provide to employees in your organization?
2. Which factor drives most employees to work?
3. What kind of motivation package is more liked by your employees?
4. Is management involving employees in the process of designing motivation packages?
5. Do you have an authority to reward good performer employee outside existing motivation packages?
6. Is the design of motivation packages done at the level of department?
7. What challenges do you face on the motivation strategies?

THANK YOU ALL FOR GOOD COOPERATION