

**ASSESSMENT OF THE ROLE OF EMPLOYEE MOTIVATION
ON WORK PERFORMANCE: A CASE STUDY OF THE
MINISTRY OF FINANCE AND ECONOMIC AFFAIRS;
TANZANIA**

**ASSESSMENT OF THE ROLE OF EMPLOYEE MOTIVATION ON WORK
PERFORMANCE: A CASE STUDY OF THE MINISTRY OF FINANCE AND
ECONOMIC AFFAIRS; TANZANIA**

By

Halima T. Ali

**A Dissertation submitted in Partial fulfillment of the Requirement for the
Award of the Degree of Master of Business Administration (MBA-Corporate
Management) of Mzumbe University**

2014

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **Assessment of the Role of Employee Motivation on Work Performance: A Case of the Ministry of Finance and Economic Affairs; Tanzania**, in partial fulfillment of the requirements for award of the degree of Master of Business Administration (MBA-CM) of Mzumbe University.

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I, **Halima T. Ali**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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ACKNOWLEDGEMENTS

Though writing this dissertation has been a personal demanding journey, but it couldn't be materialized without some assistance from various people.

Special thanks to my beloved husband Mr. Miraji Salum Kipande, my sister Nuru Tahir Ali for their heartfelt assistance during my studies.

Finally to my supervisor Mr. Tutuba for his help throughout my research undertakings.

DEDICATION

This work is dedicated to my husband Mr. Salum Miraji Kipande, my daughters Nuru and Barke.

ABBREVIATIONS AND ACRONYMS

MoFEA	Ministry of Finance and Economic Affairs
SPSS	Statistical Package for Social Sciences

ABSTRACT

Motivation is a key to human behavior. It plays an important role in performance and other activities and as such the manager should know what motivation is and how subordinates can be motivated towards work performance. However, this is not evident at the Ministry of Finance and Economic Affairs (MoFEA) where in recent times the labour front has been plagued with unrests which have created dissatisfaction at the work place; although various motivations in terms of incentives are prevalent. The general objective of the study was to assess the role of employee motivation on work performance at the MoFEA.

A case study research design was used in this study. A sample size of 35 respondents was involved. The data collected were analysed and processed by SPSS computer software through the utilization of descriptive statistics where; frequencies, percentages and tables were run.

The results from the study revealed that that 82% of the respondents reported the need for promotions and growth in organisation as promotions elevates employees to utilize his/her potentialities while pushing the limits of the organisation's current position and development. By doing so the organisation outgrows its current responsibilities and takes on new paths for its development. However, 80% of the respondents reported that motivation improves the level of efficiency of the employee as when the employees become satisfied with what the employer provides to him/her efficiency becomes automatically attained for the successful fulfillment of the tasks. Yet, 81% reported the need for provision of feed back to employees as among the strategies to enhance employee work performance because motivations change with time along with the tastes and preferences of workers.

Motivation leads to the stability of work force from the fact that a motivated work force becomes stable and works with vigour thereby reducing the possibility of unnecessary labour turnover and absenteeism. However, the provision of feed back to employees being among the strategies to enhance employee work performance is

vital because motivations change with time along with the tastes and preferences of workers something that render employees to carter for improvements and innovations.

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CHAPTER ONE

BACKGROUND INFORMATION

1.0 Introduction

This chapter assessed the role of employee motivation on work performance at the Ministry of Finance and Economic Affairs (MoFEA). The study further describes the background to the problem; states the problem; research objectives and questions; significance, scope, limitation and delimitation and finalises with the organisation of the study.

1.1 Background to the problem

Every organization and business wants to be successful and have desire to get constant progress (Manzoor, 2012). In order to fulfill that, human resource or employees of any organization are the most central part so they need to be influenced and persuaded towards tasks fulfillment (Buford, 1993). The contemporary organizations including both public and private have witnessed changes that require the shift on organizational mindset. Organizational performance at individual, collegial and organization levels are being jeopardized and subjected to such changes. Specifically, as public or private organizations became larger, more complex and more problematic, concerns about organizational performance competencies development and how it could likely impact culture and direction of the organization have been in the forefronts of business and organisational dialogues (Rizwan *et al*, 2010). Most institutions and organizations strive to improve quality service and performance of their products, service, internal or external operations. The reason for this can vary depending on the goals of the business or the organization. Important goals could be to ensure an organisation or firm to have stable work environment to promote good work performance. However, the competition between institutions and organizations can be a difficult task, making it difficult to reach higher goals and development (Bolman, 1997).

Motivation is an effective instrument in the hands of managers for inspiring the work force and creating confidence in it. By motivating the work force, the management creates “a will to work” which is necessary for the achievement of organizational goals (Cole, 2004). Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behaviour and triggers the tendency to continue (Farhad *et al*, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. In view of Bedeian (1993) it is an internal drive to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. Likewise, motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah *et al*, 2010). According to Barron (1983) it is an accrual of diverse routes which manipulate and express our activities to attain some particular ambitions (Rizwan *et al*, 2010). Porter and Miles (1974) proved that the motivation boosts, expresses and continues conduct.

Cole (2004) goes on to say that there are basic assumptions of motivation practices by managers which must be understood. First, that motivation is commonly assumed to be a good thing. One cannot feel very good about oneself if one is not motivated. Second, motivation is one of several factors that go into a person's performance. Factors such as ability, resources and conditions under which one performs are also important. Third, managers and researchers alike assume that motivation is in short supply and in need of periodic replenishment. Fourth, motivation is a tool with which managers can use in organizations. If managers know what drives the people working for them, they can tailor job assignments and rewards to what makes these people “tick.” Motivation can also be conceived of as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs (Lawler, 2003).

A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990)

reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (Kalimullah *et al*, 2010). Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them. The focus of this study is to assess the role of employees' motivation on work performance while showing how an organization through its employees can achieve success and effectiveness.

1.2 Statement of the Problem

People, or the employees are the key in sustaining the organization and this importance in their role gives responsibility to the organization to motivate them so as they can function more effectively (Jun *et al*, 2006). Motivation gives impetus to behaviour by means of arousing, sustaining and directing such towards a thriving attainment of goals. Therefore, motivation is directly related with performance. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations (Buford, 1993). All efforts must be geared towards developing workers interest in their job so as to make them happy in giving their best to their work. A very few organizations believe that the human personnel and employees of any organization are its main assets which can lead them to success or if not focused well, to decline. Unless and until, the employees of any organization are satisfied with it, are motivated for the tasks fulfillment and goals achievements and encouraged, none of the organization can progress or achieve success (Manzoor, 2012).

Also, motivation is crucial for organizations to function as without motivation, employees will not put up their best and the organisation's performance would be less efficient. However, it is a well known fact that public service management motives are guided by an intention "to do good for others and shape the well-being of society" (Perry and Hondeghem, 2008). This is not evident at the Ministry of Finance

and Economic Affairs where in recent times the labour front has been plagued with unrests which have created dissatisfaction at the work place; although various motivations in terms of incentives are prevalent. These unrests are largely hypothetical, not supported by empirical evidence which need to be found. Views on the concept of motivation makes one wonder why incentives provided to workers could not yield intended purpose (Manzoor, 2012). This is as a result of dynamics of individual needs and humans can never be satisfied in that as when one need is catered for responded, the worker shifts to another need and this then becomes a challenge. Therefore, it is from this reason the research was carried out to assess the role of employee motivation on work performance to this particular ministry.

1.3 Research objectives

The objectives of this study were divided into two main categories, that is; general objective and specific objectives as given hereunder.

1.3.1 General Objective

The general objective of the study was to assess the role of employee motivation on work performance at the Ministry of Finance and Economic Affairs (MoFEA).

1.3.2 Specific Objectives

- i) To identify the employee motivating factors for work performance at the MoFEA
- ii) To examine the influence of employee motivation on work performance at the MoFEA
- iii) To explore the strategies for enhancing employee work performance at the MoFEA

1.4 Research questions

- i) What are the employee motivating factors for work performance at the MoFEA?
- ii) What is the influence of employee motivation on work performance at the MoFEA?
- iii) What are the strategies for enhancing employee work performance at the MoFEA?

1.5 Significance of the study

- a) This study assessed the role of employee motivation on work performance and alerted all stakeholders to take urgent steps to solve the underlining challenges.
- b) The data obtained in this study could be used by the employer and employees for planning and evaluating the role of employee motivation for the betterment of all players.

1.6 Scope and limitations of the study

The study focused on the role of employee motivation on work performance at the MoFEA. The purpose behind employee motivation was for the enhancement of efficiency and productivity at the ministry.

The limitations of the study were as follows;

- a) Financial Constraints
The financial support was expected from researcher's pocket money. For that case, the researcher was limited to interview all employees and the management in the study area; hence taking only a sample.
- b) Time factors
The time allocated for data collection was very short compared to the importance and tedious work of collecting data. However, good

corporation shown among respondents enabled the researcher to complete the task.

c) Response rate

It was expected that the response rate would be low due to respondents been in a hurry, very busy with their daily activities and others were not present at their working place sometimes. However, continuous follow-ups of respondents enabled the completion of the task.

1.7 Delimitation of the study

The study focused employees and the management at the MoFEA. The researcher was undertaking the study in the area which she was familiar with and results were not generalized to other ministries as data collected were based to that ministry only. The researcher applied case study research design because of time and cost considerations in order to examine only a sample of cases at once and collected data from the respondents.

1.8 Organisation of the study

The study consisted of five chapters. The first chapter was the background information. The second chapter presented the literature review, the third chapter discussed the research methodology, the fourth chapter presented the results and discussion of the research findings and the fifth chapter presented the summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presented a review of literature whereby, identified concepts were used and discussed. It is based on theoretical literature review (where major ideas and concepts are given), empirical literature review and finalises with the conceptual framework.

2.1 Theoretical Literature Review

2.1.1 Meaning of Motivation and its importance

Motivation is the word derived from the word motive which means needs, desires, wants or drives within the persons. It is the process of inspiring people to actions to achieve the goals (Chaudhary and Sharma, 2012). In the work goal background the psychological factors motivating the people's behavior can be; job-Satisfaction, Achievement, Team Work, Need for money, Respect etc. One of the most important functions of management is to create enthusiasm amongst the employees to execute in the best of their abilities. Therefore the role of a leader is to arouse interest in presentation of employees in their jobs. The process of motivation consists of three stages:- a) A felt need or oblige; b) an incentive in which needs have to be aroused; and c) when needs are satisfied, the satisfaction or achievement of goals (Young, 2000)

Many contemporary authors have defined the concept of motivation. Motivation has been defined as the psychological process that gives behaviour purpose and direction (Kreitner, 1995); a predisposition to behave in a purposive manner to achieve specific, unmet needs (Buford *et al*, 1995); an internal drive to satisfy an unsatisfied need (Higgins, 1994); and the will to achieve (Bedeian, 1993). Young (2000) suggest

that motivation can be defined in a variety of ways, depending on who you ask. Ask some one on the street, you may get a response like “it is what drives us” or “it is what make us do the things we do.” Therefore motivation is the force within an individual that account for the level, direction and persistence of effort expended at work.” According to Antomioni (1999), “the amount of effort people are willing to put in their work depends on the degree to which they feel their motivational needs will be satisfied.

According to Greenberg and Baron (2000) motivation definition could be divided into three main parts. The first part looks at arousal that deals with the drive or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals. Kreitner (1995), Buford *et al* (1995), Higgins (1994) all cited in Linder (1998) defined motivation as “the psychological process that gives behaviour purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve respectively. On the other hand, individuals become de-motivated if they feel something in the organization prevents them from attaining good outcomes. Motivation is the combination of a person's desire and energy directed at achieving a goal. It is the cause of action. Influencing people's motivation means getting them to want to do what you know must be done. Motivation can be intrinsic, such as satisfaction and feelings of achievement; or extrinsic, such as rewards, punishment, and goal obtainment. Not all people are motivated by the same thing and over time their motivations might changes (Farhad *et al*, 2010).

However, motivation is very important for an organization according to Perry and Hondeghem (2008) because of the following benefits it provides:- a) puts human resources into action as every concern requires physical, financial and human

resources to accomplish the goals. It is through motivation that the human resources can be utilized by making full use of it. This can be done by building willingness in employees to work. This will help the enterprise in securing best possible utilization of resources; b) improves level of efficiency of employees as the level of a subordinate or an employee does not only depend upon his qualifications and abilities. For getting best of his work performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. This will result into- increase in productivity, reducing cost of operations, and improving overall efficiency; c) Leads to achievement of organizational goals as the goals of an enterprise can be achieved only when the following factors take place:- there is best possible utilization of resources and there is a co-operative work environment; and d) builds friendly relationship as the employees are goal-directed and they act in a purposive manner. Goals can be achieved if co-ordination and co-operation takes place simultaneously which can be effectively done through motivation.

Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentive plan for the benefit of the employees (Harpaz, 1990). This could initiate the following things: monetary and non-monetary incentives, promotion opportunities for employees and disincentives for inefficient employees. In order to build a cordial, friendly atmosphere in a concern, steps should be taken by a manager. This would help in effective co-operation which brings stability, industrial dispute and unrest in employees will reduce. The employees will be adaptable to the changes and there will be no resistance to the change. This will help in providing a smooth and sound concern in which individual interests will coincide with the organizational interests. This will also result in profit maximization through increased productivity. e) Leads to stability of work force as stability of workforce is very important from the point of view of reputation and goodwill of a concern. The employees can remain loyal to the enterprise only when they have a feeling of participation in the management. The skills and efficiency of employees will always be of advantage to employees as well

as employees. This will lead to a good public image in the market which will attract competent and qualified people into a concern (Perry and Hondeghe, 2008).

Jun *et al* (2006) state that motivation is an internal feeling which can be understood only by manager since he is in close contact with the employees. Needs, wants and desires are inter-related and they are the driving force to act. These needs can be understood by the manager and he can frame motivation plans accordingly. Therefore, motivation is a continuous process since motivation process is based on needs which are unlimited. The process has to be continued throughout. Motivation according to Manzoor (2012) is important to an individual as; a) motivation will help him achieve his personal goals; b) if an individual is motivated, he will have job satisfaction; c) motivation will help in self-development of individual; and d) an individual would always gain by working with a dynamic team. Similarly, motivation is important to a business as: the more motivated the employees are, the more empowered the team is; the more is the team work and individual employee contribution, more profitable and successful is the business; during period of amendments, there will be more adaptability and creativity and motivation will lead to an optimistic and challenging attitude at work place.

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

2.1.2 Motivational Theories

Employees were considered just another input into the production of goods and services. What perhaps changed this way of thinking about employees was research, referred to as the Hawthorne Studies, conducted by Elton Mayo from 1924 to 1932 (Dickson, 1973). The study found employees are not motivated solely by money and employee behavior is linked to their attitudes. The Hawthorne Studies began the human relations approach to management, whereby the needs and motivation of employees become the primary focus of managers (Bedeian, 1993). Understanding what motivated employees and how they were motivated was the focus of many researchers following the publication of the Hawthorne Study results (Dickson, 1973). Five major approaches that led to the understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory.

According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. According to him a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves “up” the hierarchy and seek to satisfy security needs. This process continues until finally self-actualisation needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much a contribution to productivity hence difficulties in meeting organisational goals. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg *et al*, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. There are factors in a job, which causes satisfaction. These he called intrinsic factors (motivators) and other factor he refers

to as dissatisfies (hygiene factors). According to him if the motivational factors are met, the employee becomes motivated and hence performs higher.

Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards. People are motivated by how much they want something and how likely they think they are to get it he suggest that motivation leads to efforts and the efforts combined with employees ability together with environment factors which interplay's resulting to performance. This performance interns lead to various outcomes, each of which has an associated value called Valence (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs. According to him the outcome from job includes; pay, recognition, promotion, social relationship and intrinsic reward .to get these rewards various inputs needs to be employed by the employees to the job as time, experience, efforts, education and loyalty. He suggests that, people tend to view their outcomes and inputs as a ratio and then compare these ratios with others and turn to become motivated if this ratio is high (Adams, 1965). Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

Geogopalaus path Goal theory of motivation states that, if a worker sees high productivity as a path leading to the attainment of one or more of his personal goals, he will turn to be a high producer. But if he sees low productivity as the path leading to the attainment of his goal he will turn to be a low producer and hence needs to be motivated.

This discussion on the above motivational theories explains the fact that the concept of employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organization in achieving a competitive position. Skinner who propounded that any behavior that is rewarded tends to be repeated supported this view.

The term motivation has been used in numerous and often contradictory ways. Presently there appears to be some agreements that the crucial thread that distinguishes employee's motivated behaviours from other behaviour is that it is goal directed behaviour, Bindra (2000) agrees that the core of motivating individuals lays in the goal-directed aspect of behaviour. Jones suggested "motivation is concern with how behaviour gets started, is energised, is sustained, is directed, is stopped and what kind of subjective re-action is present in the organisation while this is going on. The Jones statement can be converted into a diagram which shows the employee motivational process as it influences performance.

It is true that human behaviour in general is dynamic and could affect the individual's personal attitude as well as factors surrounding that individual. These exogenous factors eminent from the environment in which the individual operates generate stimuli to employees.

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

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

According to (Wiley, 1997) “modern approaches to motivation may be organised into three related clusters: (1) personality-based views (2) cognitive choice or decision approaches and (3) goal or self-regulation perspective; where personality-based views emphasise the influence of enduring personal characteristics as they affect goal choice and striving.

Workplace behaviour is posited to be determined by persons current need state in certain universal need category. Cognitive choice approaches to work motivation emphasize two determinant of choice and action; expectations, and subjective valuation of the consequences associated with each alternative. These expectancy value theories are intended to predict an individual choice or decision. Goal framework to work motivation emphasise the factors that influence goal striving which focuses on the relationship between goals and work behaviour.

The assumption is that an employees conscious intentions (goals) are primary determines of task-related motivation since goals direct their thoughts and action”.

To better understand this discussion a summary of the theories is presented and an indebt discussion on Maslow and ERG theories on which I base my thesis overlooked. It is worth noting that an in-depth review of all the different theories mentioned above, is beyond the scope of this thesis. However, the personality-based perspective of work motivation within which Maslow need theory of motivation and

Alders ERG theory falls will provide the main support and serve as a foundation for the research reported in this thesis.

Specifically, as organisational scholars have paid a great deal of attention to the idea that people are motivated to use their jobs as mechanisms for satisfying their needs. This thesis intend to use Maslows hierarchy of need theory of motivation as a foundation to identify the factors that motivate today's employees, and in the process determine a ranking order of factors that motivates these employees, the original Maslow theory will be looked at more detail hereof.

Maslows Hierarchy of Need Theory

Specifically Maslow theorised that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this in a motivational point of view Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001)

According to Greenberg and Baron (2003,) the five needs identified by Maslow corresponds with the three needs of Alderfers ERG theory. Where as Maslow theory specifies that the needs be activated in order from lowest to highest Alder's theory specifies that the needs can be activated in any order. His approach is much simpler than Maslows. Alder specifies that there exist three main needs as opposed to five postulated by Maslow. This human basic needs include existence, relatedness and growth. These needs according to Alder need not necessarily activated in any specific order and may be activated at any time.

According to him Existence needs corresponds to Maslows physiological needs and safety needs. Relatedness needs corresponds to Maslows social needs and growth needs corresponds to esteem and self-actualisation needs by Maslow Below is a summary of these needs that in this thesis are divided into Deficiency needs (psychological, safety, social needs) and Growth needs (esteem, self-actualisation needs).

Factors Explanation

Physiological needs are the need at the bottom of the triangle and include the lowest order need and most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and shelter. According to Maslow organisations must provide employees with a salary that enable them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any

contribution to his organisation.

Safety needs this occupies the second level of needs. Safety needs are activated after

physiological needs are met. They refer to the need for a secure working environment free from any threats or harms. Organisations can provide these need by providing employees with safety working equipment e.g. hardhats, health insurance plans, fire protection etc. The rationale is that employees working in an environment free of harm do their jobs without fear of harm.

Social needs: This represents the third level of needs. They are activated after safety needs are met. Social needs refer to the need to be affiliated that is (the needed to be loved and accepted by other people). To meet these needs organisations encourage employees participation in social events such as picnics, organisations bowling etc

Esteem needs this represents the fourth level of needs. It includes the need for self-respect and approval of others. Organisations introduce awards banquets to recognise

distinguished achievements.

Self-actualisation: This occupies the last level at the top of the triangle. This refers to the need to become all that one is capable of being to develop ones fullest potential. The

rationale here holds to the point that self-actualised employees represent valuable assets to the organisation human resource.

Most research on the application of need theory found that although lower-level managers are able to satisfy only their deficiency needs on the jobs, managers at the top level of organisations are able to satisfy both their deficiency and growth needs (Greenberg andBaron 2003) this view was supported by Shipley and Kiely (1988)

Shiply and Kiely (1988) argue that as “ need satisfaction is an attitude, and that it is perfectly possible for a worker to be satisfied with his/her need, but not be motivated the reverse of which holds equally true. Hence, need satisfaction and motivation are not synonymous and both need fulfilment and un- fulfilment can have negative as well as positive influence on motivation

Organizational /managerial Applications of Maslows Need theory

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

Recognise employee's accomplishments: Recognising employee's accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plaques etc.. According to (Greenberg and Baron 2003) research carried out

in GTE Data services in Temple Terrace, Florida shows that awards are given to employees who develop ways of improving customer's satisfaction or business performance. But it should be noted that according to Greenberg and Baron awards are effective at enhancing esteem only when they are clearly linked to desired behaviors.

Awards that are too general fail to meet this specification.

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

Provide opportunities to socialise: Socialisation is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their

performance. Research conducted on IBM shows that it holds a “family day” picnic each spring near its Armonk, New York headquarters.

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

Criticisms of Maslows Need theory of motivation

Maslow proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, well-adjusted individuals. Research testing Maslow’s theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job. According the results of the research managers from higher echelons of organisations are able to satisfy both their growth and deficiency needs lower level managers are able to satisfy only their deficiency needs on the job. Maslow’s theory has not received a great deal of support with respect to specific notion it proposes (Greenberg andBaron 2003). To them this model is theorised to be especially effective in describing the behaviour of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realise any physiological reaction to their jobs.

Centers and Bgental (1966) in their survey carried out among a cross-section of the working population in Los Angeles, posited “background factors, altitudes and aspirations affects workers needs, expectations and situation assessment”. According to Graham and Messner (1998) there are generally three major criticisms directed to the need theory and other content theories of motivation. (A) There is scant empirical data to support their conclusions, (b) they assume employees are basically alike, and (c) they are not theories of motivation at all, but rather theories of job satisfaction. This was supported by the views of Nadler and Lawler (1979) in Graham andMessner (2000).

Nadler and Lawler (1979) cited in Graham and Messner (2000) where also critical of the need theory of motivation. They argue that the theory makes the following unrealistic assumptions about employees in general that: (a) all employees are alike (b) all situations are

alike and that (c) there is only one best way to meet needs. Another critic to this view was Basset-Jones and Lloyd (2004).

Basset-Jones and Lloyd (2004) presents that in general, critics of the need theory argue that it is as a result of the natural feeling of employees to take credit for needs met and dissatisfaction on needs not met.

Nonetheless and regardless of the heavy criticism levied at the hierarchy of need theory, I believe that this theory has made a significant contribution in the field of organizational behavior and management especially in the area of employee motivation and remains attractive to both researchers and managers alike. The incorporation of the need theory into the work environment today could be as a result of the contributions made so far by Maslow's Hierarchy of need theory.

This discussion on the above motivational theories explains the fact that the concept of employee's motivation has been a critical factor addressed by previous authors as what determines the core competence of every organisation in achieving a competitive position.

2.1.3 The Role of Motivation

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees help organizations survive. Motivated employees are more productive. To be effective, managers need to understand what motivates employees within the context of the roles they perform. Of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen and Radhakrishna, 1991). For example, research suggests that as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator (Kovach, 1987).

2.1.4 Motivation and Job Performance

According to Butkus and Green (1999), motivation is derived from the word “motivate”, means to move, push or persuade to act for satisfying a need. Baron (1983) defined motivation in his own right. He says that “motivation is a set of processes concerned with a kind of force that energizes behaviour and directs it towards achieving some specific goals. Many writers have expressed motivation as goal directed behaviour. This objective nature of motivation is also suggested by Kreitner and Kinicki (2001) put forward that motivation represents “those psychological processes that cause the stimulation, persistence of voluntary actions that are goal directed”. A motivated person have the awareness of specific goals must be achieved in specific ways; therefore he/she directs its effort to achieve such goals (Nel *et al*, 2001). It means that motivated person is best fit for the goals that he/she wants to achieve, as he/she is fully aware of its assumptions. Therefore if the roles of managers are assumed to successfully guide employees towards the organizational agenda of achieving its objectives, then it is very important for them to educate and understand those psychological processes and undertakings that root cause the stimulation, direction of destination, determination and persistence of voluntary actions (Roberts, 2005).

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

different level employees. On reaching the understanding and believing that people (employees) are naturally motivated, an organization simply provide the environment for their motivation to be enhanced and improved (Kreitner, 1995). It means that an organization is a better environment and working atmosphere provider, it only needs to believe that the people have the motivational behaviour.

2.1.5 Levels of Employee Motivation

According to research conducted by Mosley *et al* (2001) the direction of an employee's behaviour is related to those behaviours, which the individual chooses to perform. It refers to how hard the individual is willing to work on the behaviour. The level of persistence refers to the individual's willingness to behave despite obstacles. Farhad *et al* (2010) conducted research and investigated what employees may seek from the work environment. Their discussion reviews some of employee-related concerns that can be found in the venue of strategies to employees' motivation. Employees are individuals that come from different backgrounds, they have different education with different experiences and their different family classes are all the factors in which their needs can be located.

2.1.6 Strategies of Motivating Workers

Jun *et al* (2006) accord due recognition to the needs of workers saying that, "the ultimate test of organizational success is its ability to create values sufficient to compensate for the burdens imposed upon resources contributed." Jun *et al* (2006) look at workers in an organized endeavour, putting in time and efforts for personal, economic, and non-economic satisfaction. The question here is what strategies can be used to motivate workers? The following are strategies proposed: a) salary, wages and conditions of service as to use salaries as a motivator effectively, personnel managers must consider four major components of a salary structures. These are the job rate, which relates to the importance the organization attaches to each job; payment, which encourages workers or groups by rewarding them according to their

performance; personal or special allowances, associated with factors such as scarcity of particular skills or certain categories of information professionals or librarians, or with long service; and fringe benefits such as holidays with pay, pensions, and so on. It is also important to ensure that the prevailing pay in other information establishments is taken into consideration in determining the pay structure of their organization; b) Money. Cole (2004) asserts that money remains the most significant motivational strategy. As far back as 1911, Frederick Taylor and his scientific management associate described money as the most important factor in motivating the industrial workers to achieve greater productivity. Taylor (1911) advocated the establishment of incentive wage systems as a means of stimulating workers to higher performance, commitment and eventually satisfaction.

Money possesses significant motivating power in as much as it symbolizes intangible goals like security, power, prestige and a feeling of accomplishment and success. Amin (2005) demonstrates the motivational power of money through the process of job choice. He explains that money has the power to attract, retain, and motivate individuals towards higher performance. For instance, if a librarian or information professional has another job offer which has identical job characteristics with his current job, but greater financial reward, that worker would in all probability be motivated to accept the new job offer. Smith (1994) states that many managers use money to reward or punish workers. This is done through the process of rewarding employees for higher productivity by instilling fear of loss of job (e.g., premature retirement due to poor performance). The desire to be promoted and earn enhanced pay may also motivate employees; c) staff training. No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce. Staff training is an indispensable strategy for motivating workers. The organization must have good training programme. This will give the information professional opportunities for self-improvement and development to meet the challenges and requirements of new equipment and new techniques of performing a task. d) Information availability and communication. One way managers can stimulate motivation is to give relevant information on the

consequences of their actions another. Information availability brings to bear a powerful peer pressure, where two or more people running together will run faster than when running alone or running without awareness of the pace of the other runners. By sharing information, subordinates compete with one another.

2.2 Empirical Literature Review

Studies on the role of employees' motivation on work performance have been made by several scholars. A study on the effects of performance measurement and compensation on motivation by Wanjuki (2005) in Kenya public sectors contended that if any person has to come up with the question that is there any need for employees' motivation? The answer to this type of question of-course should be simple i.e. the basic survival of every organisation be it public or private. Limited before today and in the foreseeable future lies in how well its work force is motivated to meet the objectives of the organisation. This explains why the human resource department in today's organisation has become a focus of its core functions. In spite of good work of Wiley (1997) study, the identified motivators on work performance relies only on monetary aspects excluded non monetary motivators on work performance improvements. At some point, virtually every person may have to work. Wiley (1997) claims that working is such a common phenomenon that the question "what motivates people to work is seldom asked. Wiley (1997) went on to say that "we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work". Therefore, he concluded that exploring the altitudes that employees hold concerning factors that motivate them to work is important to creating an environment that encourages employee motivation.

The results from a representative sample of the labour force in seven different countries by Harpaz (1991) showed that the two most dominant work goals were "interesting work" and Good wages". He further concluded that these two factors were consistent across different organisational levels, between genders and age groups. Quinn (1997) also cited in Harpaz (1991) concluded, "When the ratings of

twenty three job related factors (including the need factors) were carried out, the conclusion reached was that no single factor was pre-eminently important". He further pointed out that, "The most aspect of the worker job was that of sufficient resources to perform a task. From the above studies presented so far, the rankings by different subgroups have shown semantic differences in the importance placed on different motivational factors. For example (Kovach, 1987, Wiley, 1997 and Harpaz, 1990) the discrepancies in these research findings supports Nelsons (2001) positional view that "what motivates employees differs and may change for the same employee over time". However, the study could not explore the strategies for enhancing employee work performance in various organisations.

Studies on work motivation seem to confirm that it improves workers' performance and satisfaction. For example, Buford *et al* (1995) examine the characteristics of the work of teacher-librarians in four major categories: knowledge base, technical skills, values, and beliefs. He reports that they will succeed in meeting this challenge only if they are motivated by deeply-held values and beliefs regarding the development of a shared vision. Perry (1997) examined agency-influenced work and employment conditions, and assess their impact on social workers' job satisfaction. Some motivational issues were salary, fringe benefits, job security, physical surroundings, and safety. Certain environmental and motivational factors are predictors of job satisfaction. While Cole (2004) shows that financial incentives will get people to do more of what they are doing, Kreitner (1995) investigates motivation and managerial styles in the private and public sector. The results indicate that there is a little difference between the motivational needs of public and private sector employees managers, and non managers.

During the periods of (1946, 1981 and 1986) when employee surveys were carried out, supervisors were at the time asked to rank job rewards, as they taught employees would rank them. The rankings by the supervisors were relatively consistent for each of the years. These rankings were as follows: (1) Good wages (2) Job security (3) promotion and Growth (4) working conditions (5) interesting work (6) personal

loyalty to employees (7) tactful discipline (8) full appreciation (9) sympathetic help with personal problems (10) recognition (Kovach 1987). The results from the supervisor survey indicated that their ranking had not changed over the study period with regards their collective perception of factors that motivate employees. This shows that they had a very inaccurate perception of what motivates employees but also that they did not realise the importance of the need theory. According to a research carried out by Kovach (1993) on industrial employees who were asked to rank ten “job rewards” factors based on personal preferences where the value 1 represented most preferred and 10 being the least preferred. The results were as follows (1) full appreciation of work done (2) feeling of being (3) sympathetic help with personal problems (4) job security (5) Good wages and salaries (6) interesting work (7) promotion and Growth (8) employees loyalty (9) Good working conditions (10) tactful discipline. In a survey by Wiley (1997) in which approximately 550 questionnaires were administered to person employed at different industries and divided into 5 subgroups, or categories namely: (occupation, gender, income levels, employment status and age) they were asked to rank 10 factors according to the level of importance each is in motivating them to perform best with the most important factor ranked 1 and the least important ranked 10th. The survey concluded with the following collective rank order by respondents: (1) Good wages (2) full appreciation of work done (3) job security (4) promotion (5) interesting work (6) company loyalty to employees (7) Good working conditions (8) tactful discipline (9) recognition (10) sympathetic help with personal problems. However, these studies could not examine the influence of employee motivation on work performance.

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Jun *et al.*, 2006). Kalimullah *et al* (2010) conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with

employee work motivation. An empirical study was conducted in Pakistan to measure the impact of reward and recognition on job satisfaction and motivation. 220 questionnaires were distributed and filled by employees of different sectors. The results showed that there exists a significant ($r=0.13$, $p<0.05$) relationship between recognition and employee work motivation (Rizwan *et al*, 2010).

From the much amount of literature available on employee motivation, it is clearly evident that a lot of surveys regarding employees and what motivates them have been undertaking. These employee motivation surveys have been conducted in many different job situations, among different categories of employees using different research methods and applications. Therefore, motivated employees are needed in this rapidly business world where the principal agent conflicting employees' motivation is the issue confronting most managers. Most organizations now consider their human resources as their most valuable assets (a strategic or competitive advantage). In order to effectively and efficiently utilize this strategic asset, managers and the organisation as a whole, must be able and willing to understand and hopefully provide the factors that motivate its employees within the context of the roles and duties they perform. This is because highly motivated employees are the cause of high productivity levels and hence higher profits for the organisation.

2.3 Conceptual framework

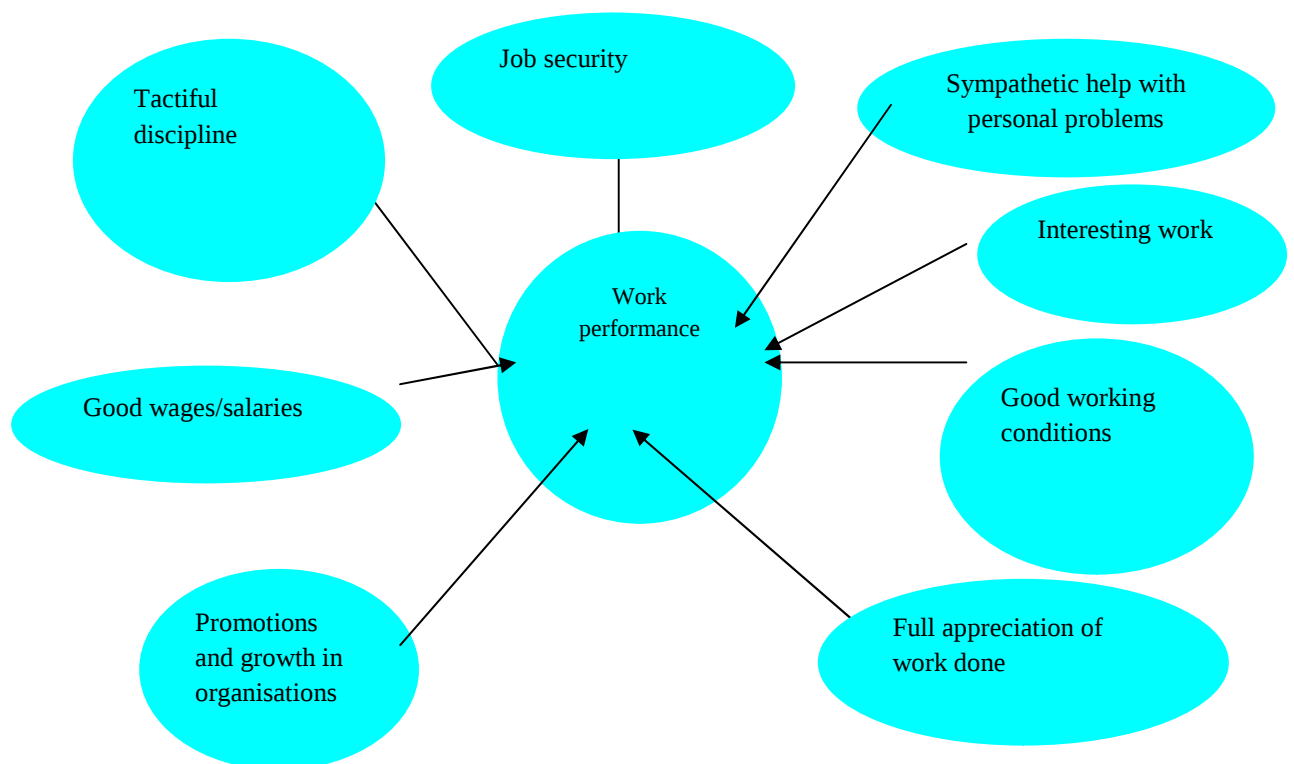
Figure 2.1 provides the conceptual framework. This is defined as an abstract idea or a theory used to develop new concepts or to reinterpret existing ones (Kothari, 2004). It gives the relationship between the dependent and independent variables. From the figure the dependent variable is the work performance while the independent variables are the motivating factors such as job security, sympathetic help with personal problems, interesting work, good working conditions, tactiful discipline, good wages/salaries, promotion and growth in organisations and full appreciation of work done.

Theoretically there exists a relationship among them (i.e. dependent and independent variables). The relationship can be expressed as the work performance (Y) is the function of job security, sympathetic help with personal problems, interesting work, good working conditions, tactful discipline, good wages/salaries, promotion and growth in organisations and full appreciation of work done ($x_1, x_2, \dots, x_n$).

This is expressed mathematically as;

$$Y = f(\text{job security, sympathetic help with personal problems, interesting work, good working conditions, tactful discipline, good wages/salaries, promotions and growth in organisation and full appreciation of work done})$$

Figure 2.1: Conceptual framework model



Source: Researcher, 2013.

The variables are defined as follows;

a) Work performance means the act of performing; of doing something successfully using knowledge as distinguished from merely possessing it. A work performance

comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people.

b) Employee motivation is that internal drive that causes an individual to decide to take action. It describes an employee's basic enthusiasm about work and incentives given to accomplish work.

c) Job security is the feeling that employees have of being able to stay in their job as long they want to. This security is an assurance or lack of it that the employees have about the continuity of their employment for their work life. It is affected by a worker's performance, success of the business and the current economic environment.

d) Sympathetic help with personal problems is the help given to workers dealing with problems at home who often find their minds wandering and don't do their best work. For example, employees who are in pain — either physical or emotional — don't operate at peak levels. And to do that well one has to know the employees as individuals and to help them through some of the personal issues that interfere with their ability to do their best work.

e) Interesting work means works with interesting tasks that need to get done by employees

f) Good working conditions mean the conditions in which an individual or staff works, including but not limited to such things as amenities, physical environment, stress and noise levels, degree of safety or danger and the like.

g) Tactful discipline means the discipline which has systematic instruction intended to train a person sometimes literally called in a craft, trade or other activity or to follow a particular code of conduct.

h) Good wages/salaries mean wages/salaries that help a worker to sustain his/her living monthly while staying with something for development.

i) Promotions and growth in organisation means pushing the limits of the organisation's current position and development. It's about showing that the organisation has outgrown its current responsibilities and that it is ready to take on new ones.

j) Full appreciation of work done means, the way of expressing encouragement talk to workers. It makes people work harder and in a better way. It is through that you can raise morale and create more loyalty, job satisfaction and motivation to your employees. Cash, small gifts, certificates or bonuses for a job well done all show gratitude for their extra efforts.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

Kothari (2004) defines research methodology as the way to systematically solve the research problem. This chapter discussed the methodology adopted in acquiring the data for the study under the following parts namely; research design; study area; population and sample size; sampling techniques; data collection methods and data analysis techniques.

3.1 Research design

Research design refers to the plan that a researcher pursues to execute an investigation to address the research questions. Saunders *et al* (2007) contended that research design specifies sources of data and constraints that may hinder the research and how they will be addressed.

A case study research design was used in this study. A case study is the preferred strategy regarding “when” “how” or “why” questions are being posed and when the investigator has little control over events on a contemporary phenomenon with the same real experiences or context (Silverman, 2000). It involves collecting empirical data, generally from only one or a small number of cases. Yin (2003) argues that case studies allow researchers to retain the holistic and meaningful characteristics of real life events. The most important with case studies according to Yin (2003) is to explain the causal links in real life intervention, describe the real life context in which an intervention has occurred and evaluate the intervention itself.

3.2 Study area

The Ministry of Finance and Economic Affairs (*MoFEA*) is a government ministry of Tanzania. It "manages the overall revenue, expenditure, and financing of the Government of the United Republic of Tanzania and provides the Government with advice on the broad financial affairs of Tanzania in support of the Government's economic and social objectives." Its duties include "preparing the Central Government budget; developing tax policy and legislation; managing Government borrowings on financial markets; determining expenditure allocations to different Government institutions; transferring central grants to local governments; developing regulatory policy for the country's financial sector in cooperation with the Bank of Tanzania and representing Tanzania within international financial institutions."

The study was done at the ministry due to the recent labour unrests which created dissatisfaction at the work place; although various motivations in terms of incentives are prevalent. These unrests are largely hypothetical, not supported by empirical evidence which need to be found by carrying out a research as to unveil the challenges the ministry encounters.

3.3 Population and Sample size

Polit and Hungler (1999) refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study the population which was 50 participants included both the management and low cadre employees.

A sample is a subset of a population selected to participate in the study. It is a fraction of the whole, selected to participate in the research project (Polit and Hungler, 1999). In this study, a sample of 35 respondents was selected out of the entire population in the Ministry of Finance and Economic Affairs. Kothari (2004) wrote that sampling is the process of selecting/picking sample from entire

population. The larger the sample the greater the accuracy, this is due the fact that sampling error can be reduced through increasing the sample size. Table 3.1 shows the sample distribution.

Table 3.1: Sample Distribution

No	Category	Population	Sample
1	Management cadre employees (Permanent secretary, directors and heads of departments)	17	8
2	Lower cadres employees (departmental employees)	33	27
	TOTAL	50	35

Source: Researcher, 2013

3.4 Sampling techniques

The process of selecting a portion of the population to represent the entire population is known as sampling technique/method (Polit and Hungler, 1999). The researcher used probability sampling, specifically the simple random sampling as the method which allowed the participants equal chances of being selected.

3.4.1 Simple random sampling

Simple random sampling was used. The reason for its justification is that every element in the population had a chance of inclusion in the sample equal to that of every other element (Kothari, 2004). The researcher used this technique because the group was considered heterogeneous. The researcher assigned random number to every member of each list. Then the numbers were placed in a container and picked randomly (from 50 participants) until the sample size of 35 respondents was obtained.

3.5 Data collection methods

Kombo (2007) stated that in research, the term “data collection” refers to gathering specific information aimed at proving or refuting some facts. The researcher used both primary and secondary data. According to White (2002), primary data is information gathered directly from respondents. It involves creating new data, while secondary data is information neither collected directly by the user nor specifically for the user. It involves the collection of data that already has been collected by someone else. This involves the collection and analysis of published material, and information from internal sources. However, Polit and Hungler (1999) define data as information obtained in a course of a study. In this study data was collected by using interview and structured questionnaires. An interview schedule was used in order to capture data relevant to the study’s objectives and research questions.

3.5.1 Interview

An interview is verbal questioning. Gardner (2010) defined interview as “a two-person conversation, initiated by the interviewer for the specific purpose of obtaining research-relevant information and focused by him on the content specified by the research objectives of description and explanation”. Interviews are a useful method according to Gardner (2010) to; investigate issues in an in depth way; discover how individuals think and feel about a topic and why they hold certain opinions; investigate the use, effectiveness and usefulness of particular collections and services; inform decision making, strategic planning and resource allocation and explain statistical data.

Structured face to face interviews were carried to the permanent secretary, directors and heads of departments in order to solicit informations regarding the role of employee motivation on work performance (Appendix 2). The advantage of using interviews is demonstrated by the fact that it is a quick method in gathering

information and the researcher could know whether the respondents understand the questions or not (Kothari, 2004).

3.5.2 Questionnaire

These were made up of open-ended and closed-ended questions. Face and content validity for the instruments were established using two administrative and professional employees. The instrument was pilot tested with three similarly situated employees within the ministry. As a result of the pilot test, minor changes in word selection and instructions were made to the questionnaire. A questionnaire is a series of written questions a researcher supplies to subjects, requesting their response. Usually the questionnaire is self-administered in that it is posted to the subjects (Silverman, 2000).

In this study questionnaires were given to lower cadre employees in the ministry. These questionnaires were self administered by the respondents. The researcher had assumed that her respondents were competent and provided answers willingly and had the ability to understand the questions asked as intended by the researcher and answered them in the form intended and with integrity. In order to avoid confusion, the copies of questionnaires were prepared based on the essentials of a good questionnaire, i.e. short and simple, and organized in a logical sequence moving from relatively easy to more difficult issues. The questionnaires were distributed by the researcher herself and collected them back. Questionnaires complemented and supplemented informations obtained under interview and documentary review (Appendix 1). The reason was to obtain consistency of responses to the questions asked in repeated measurements (Carmines and Zeller, 1979).

3.5.3 Documentary review

With reference to the research topic under scrutiny the researcher used different documents in order to access accurate and reliable data. Documents comprised of policies and regulations (employee work performance), published and unpublished books and journals (as literatures).

3.6 Data analysis techniques

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of discovering useful information, suggesting conclusions, and supporting decision making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, in different business, science, and social science domains (Bryman, 2004)

Data collected were analyzed both qualitatively (using content analysis) and quantitatively (descriptive statistics analysis). These were summarized, coded and analyzed by Statistical Package for Social Science (SPSS). Frequency distribution and percentages were used to describe major variables from quantitative data.

CHAPTER FOUR

RESULTS AND DISCUSSION OF RESEARCH FINDINGS

4.0 Introduction

This chapter presented the results and discussed the research findings regarding the assessment of the role of employee motivation on work performance at the MoFEA. The chapter therefore identifies the employee motivating factors, examines the influence of employee motivation and explores the strategies for enhancing employee work performance at the ministry.

4.1 Employee Motivating Factors for Work Performance

The first objective of this study was to identify the employee motivating factors for work performance at the ministry. From the literature these motivating factors included; job security, sympathetic help with personal problems, interesting work, good working conditions, tactful discipline, good salaries/wages, promotions and growth in organisation and full appreciation of work done. Therefore, the researcher asked the respondents to tick and add any factors from their understanding for the enhancement of work performance. The results from likert scale method which incorporates five point scale (i.e. from strongly agree, uncertain to strongly disagree) were analysed by using Yes (meaning agree) and No (meaning disagree) as no uncertain reply was sought. Table 4.1 shows these motivating factors as follows;

Table 4.1: Employee motivating factors

Factors	Percentage	
	Yes	No
Job security	88	12
Sympathetic help with personal problems	80	20
Interesting work	82	18
Good working conditions	87	13
Tactiful discipline	80	20
Good salaries/wages	85	15
Promotions and growth in organisation	82	18
Full appreciation of work done	90	10

Source: Researcher, 2013

The results in Table 4.1 revealed that 80% of the respondents reported that tactiful discipline is a motivating factor for the work performance if utilized well by supervisors and managers. This is because the utilization of this factor solves many alarming challenges that employees encounter and enables employees' problems to be tackled in a fair play grounds as a supervisor or manager needs to tackle issues tactfully. This observation supports the arguments by Farhad *et al* (2010) that it is a systematic instruction intended to train a person to follow a particular code of conduct. However, sympathetic help with personal problems reported by respondents would be a help given to workers dealing with problems at home who often find their minds wandering and don't do their best work. So it was argued that supervisors need to be with subordinates whenever problems happen as to make them feel recognized. For example, employees who are in pain — either physical or emotional — don't operate at peak levels. And to do that well one has to know the employees as individuals and to help them through some of the personal issues that interfere with their ability to do their best work.

On the other hand, the results in Table 4.1 revealed that 82% of the respondents reported the need for promotions and growth in organisation as promotions elevate

employees to utilize his/her potentialities while pushing the limits of the organisation's current position and development. By doing so the organisation outgrows its current responsibilities and takes on new paths for its development. The need to have interesting work reported by respondents enriches them to continue attaining the goals put by organisations that need to get done by employees. However, 85% of the respondents reported the need to have good salaries/wages which foster employees to accommodate their day to day needs but remaining with something for developmental purposes while 87% reported that good working conditions such things as amenities, physical environment, stress and noise levels, degree of safety or danger need to be present for the healthy employees' environment as advocated by Farhad *et al* (2010).

Furthermore, the results in Table 4.1 revealed that 88% of the respondents reported the need for job security as among motivators because job security makes employees feel assured of their work and are able to stay in their job as long they want to. This observation supports the arguments by Kovach (1987). If it can not be maintained, the worker's performance, success of the business and the economic environment of the organisation might jeopardize to failure. Moreover, 90% of the respondents reported the need to have full appreciation of work done as it expresses encouragement to workers. It makes people work harder and in a better way and it is through that you can raise morale and create more loyalty, job satisfaction and motivation to employees. Cash, small gifts, certificates or bonuses for a job well done all show gratitude for their extra efforts.

In general, the results imply that 80% of the respondents reported that tactful discipline is a motivating factor for the work performance if utilized well by supervisors and managers. This is because the utilization of this factor solves many alarming challenges that employees encounter and enables employees' problems to be tackled in a fair play grounds as a supervisor or manager needs to tackle issues tactfully. However, sympathetic help with personal problems reported by respondents would be a help given to workers dealing with problems at home who

often find their minds wandering and don't do their best work. On the other hand, 82% of the respondents reported the need for promotions and growth in organisation as promotions elevate employees to utilize his/her potentialities while pushing the limits of the organisation's current position and development. By doing so the organisation outgrows its current responsibilities and takes on new paths for its development. Moreover, 85% of the respondents reported the need to have good salaries/wages which foster employees to accommodate their day to day needs but remaining with something for developmental purposes while 87% reported that good working conditions such things as amenities, physical environment, stress and noise levels, degree of safety or danger need to be present for the healthy employees' environment. Furthermore, 88% of the respondents reported the need for job security as among motivators because job security makes employees feel assured of their work and are able to stay in their job as long they want to. Yet, 90% of the respondents reported the need to have full appreciation of work done as it expresses encouragement to workers. Cash, small gifts, certificates or bonuses for a job well done all show gratitude for their extra efforts.

4.2 Influence of Employee Motivation on Work Performance

The second objective of this study was to examine the influence of employee motivation on work performance at the ministry. From the literature the influence of employee motivation on work performance included the following; motivation puts human resource into action, motivation improves the level of efficiency of the employee, motivation leads to achievement of organisational goals, motivation builds friendly relationship and motivation leads to the stability of the work force. To obtain the information, the researcher asked the respondents to tick various influences according to their preferences (in terms of Yes or No) as Table 4.2 shows

Table 4.2: Influence of Employee Motivation

Influence	Percentage	
	Yes	No
Motivation puts human resource into action	75	25
Motivation improves the level of efficiency of the employee	80	20
Motivation leads to achievement of organisational goals	81	19
Motivation builds friendly relationship	78	22
Motivation leads to the stability of work force	82	18

Source: Researcher, 2013

The results in Table 4.2 revealed that 75% of the respondents were in opinion that motivation puts human resource into action in the sense that, it acts as the push towards employee achievement of the objectives. Here the employee is able to utilize his talents as to continuously perform better for the attainment of organisational goals. However, 78% of the respondents reported that motivation builds friendly relationship between the employee and employer. This relationship is reciprocated when an employer provides incentives and other related motivations while the employee doing his/her level best to satisfy the employer's thirst which is organisational productivity as advocated by Cole (2004).

Moreover, 80% of the respondents reported that motivation improves the level of efficiency of the employee as when the employees become satisfied with what the employer provides to him/her efficiency becomes automatically attained. Because, efficiency is the quality of being able to do a task successfully, the employee makes sure that the energy used goes hand in hand with the amount produced for the successful fulfillment of tasks. Likewise, 81% of the respondents pointed out that motivation leads to achievement of organisational goals from the fact that, when organisational goals are put forward it is the expectation of the organisation to utilize all its resources to fulfill them as supported by Jun *et al* (2006). One way of making them get fulfilled is to positively motivate employees who are at the forefront of the organisation. That's why motivations in terms of cash, small gifts, certificates or

bonuses are provided either at the end or within the process in order to make employees positively work hard for their attainment. Furthermore, 82% of the respondents reported that motivation leads to the stability of work force from the fact that a motivated work force becomes stable and works with vigour thereby reducing the possibility of unnecessary labour turnover and absenteeism. This stability of workforce enhances efficiency leading to productivity.

In general, the results imply that 75% of the respondents were in opinion that motivation puts human resource into action in the sense that, it acts as the push towards employee achievement of the objectives. However, 78% of the respondents reported that motivation builds friendly relationship between the employee and employer. This relationship is reciprocated when an employer provides incentives and other related motivations while the employee doing his/her level best to satisfy the employer's thirst which is organisational productivity. Moreover, 80% of the respondents reported that motivation improves the level of efficiency of the employee as when the employees become satisfied with what the employer provides to him/her efficiency becomes automatically attained. Likewise, 81% of the respondents pointed out that motivation leads to achievement of organisational goals from the fact that, when organisational goals are put forward it is the expectation of the organisation to utilize all its resources to fulfill them. That's why motivations in terms of cash, small gifts, certificates or bonuses are provided either at the end or within the process in order to make employees positively work hard for their attainment. Furthermore, 82% of the respondents reported that motivation leads to the stability of work force from the fact that a motivated work force becomes stable and works with vigour thereby reducing the possibility of unnecessary labour turnover and absenteeism.

4.3 Strategies for Enhancing Employee Work Performance

The last objective of the study was to explore the strategies for enhancing employee work performance. From the literature and respondents contributions, the strategies

for enhancing employee work performance included the following; provision of frequent feedback to employees, shift in focus whenever needed, good working conditions, increase of salaries/wages and incentives, enhancement of staff training and enhancement of information availability and communication. To obtain the information, the researcher asked the respondents to tick and add some strategies according to their understanding as Table 4.3 shows.

Table 4.3: Strategies for Enhancing Employee Work Performance

Strategy	Percentage	
	Yes	No
Provision of feedback to employees	81	19
Shift in focus whenever needed	78	22
Good working conditions	85	15
Increase of salaries/wages and incentives	87	13
Enhancement of staff training	90	10
Enhancement of information availability and communication	82	18

Source: Researcher, 2013

The results in Table 4.3 revealed that 78% of the respondents argued for the shift in focus whenever needed which is the strategy needed when the organisation faces either crisis or is in an aging stage where, the motivations put could be monotonous to employees hence, in need of changes towards a new out look. This shift in focus can also aid the organisation to carry out a study regarding what other competitors do and come out with new motivation strategies for the enhancement of performance. However, 81% reported the provision of feed back to employees as among the strategies to enhance employee work performance because motivations change with time along with the tastes and preferences of workers as advocated by Perry and Hondegheem (2008). By seeking for feed back from employees, employers are able to reinforce employees with new and valuable incentives towards the organisations' sustainability.

Moreover, 82% of the respondents argued for the enhancement of information availability and communication to let every employee get informed of what pertains him/her at the right time in order to avoid misconceptions of issues. A thorough and viable communication channel is necessary for the reciprocating information. This observation supports the arguments by Manzoor (2012). Likewise, 85% of the respondents suggested the need for the availability of good working conditions that enable employees perform the duties. Likewise, 87% of the respondents argued for the increase of salaries/wages and incentives as among the strategies for enhancing employee work performance because, when an employees is able to sustain his/her monthly expenditures while having an excess for other developmental purposes becomes satisfied psychologically hence being able to do the work perfectly. Furthermore, 90% of the respondents pointed out the enhancement of staff training which normally enriches employees to come out with new understanding which leads to new innovations and development.

In general, the results imply that 78% of the respondents argued for the shift in focus whenever needed which is the strategy needed when the organisation faces either crisis or is in an aging stage where, the motivations put could be monotonous to employees hence, in need of changes towards a new out look. However, 81% reported the provision of feed back to employees as among the strategies to enhance employee work performance because motivations change with time along with the tastes and preferences of workers. Moreover, 82% of the respondents argued for the enhancement of information availability and communication to let every employee get informed of what pertains him/her at the right time in order to avoid misconceptions of issues. Likewise, 85% of the respondents suggested the need for the availability of good working conditions that enable employees perform the duties. Moreover, 87% of the respondents argued for the increase of salaries/wages and incentives as among the strategies for enhancing employee work performance because, when an employees is able to sustain his/her monthly expenditures while having an excess for other developmental purposes becomes satisfied

psychologically hence being able to do the work perfectly. Furthermore, 90% of the respondents pointed out the enhancement of staff training which normally enriches employees to come out with new understanding which leads to new innovations and development.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter provided the summary, conclusion and recommendations. Areas for further research which are the outcome of the study findings are also presented. It starts with the summary; then conclusion and recommendations; and finally areas for further research are given.

5.1 Summary

The findings from the study revealed that, 80% of the respondents reported that tactful discipline is a motivating factor for the work performance if utilized well by supervisors and managers. This is because the utilization of this factor solves many alarming challenges that employees encounter and enables employees' problems to be tackled in a fair play grounds as a supervisor or manager needs to tackle issues tactfully. However, sympathetic help with personal problems reported by respondents would be a help given to workers dealing with problems at home who often find their minds wandering and don't do their best work. On the other hand, 82% of the respondents reported the need for promotions and growth in organisation as promotions elevate employees to utilize his/her potentialities while pushing the limits of the organisation's current position and development. By doing so the organisation outgrows its current responsibilities and takes on new paths for its development. Moreover, 85% of the respondents reported the need to have good salaries/wages which foster employees to accommodate their day to day needs but remaining with something for developmental purposes while 87% reported that good working conditions such things as amenities, physical environment, stress and noise levels, degree of safety or danger need to be present for the healthy employees' environment. Furthermore, 88% of the respondents reported the need for job security as among motivators because job security makes employees feel assured of their

work and are able to stay in their job as long they want to. Yet, 90% of the respondents reported the need to have full appreciation of work done as it expresses encouragement to workers. Cash, small gifts, certificates or bonuses for a job well done all show gratitude for their extra efforts.

Secondly, 75% of the respondents were in opinion that motivation puts human resource into action in the sense that, it acts as the push towards employee achievement of the objectives. However, 78% of the respondents reported that motivation builds friendly relationship between the employee and employer. This relationship is reciprocated when an employer provides incentives and other related motivations while the employee doing his/her level best to satisfy the employer's thirst which is organisational productivity. Moreover, 80% of the respondents reported that motivation improves the level of efficiency of the employee as when the employees become satisfied with what the employer provides to him/her efficiency becomes automatically attained. Likewise, 81% of the respondents pointed out that motivation leads to achievement of organisational goals from the fact that, when organisational goals are put forward it is the expectation of the organisation to utilize all its resources to fulfill them. That's why motivations in terms of cash, small gifts, certificates or bonuses are provided either at the end or within the process in order to make employees positively work hard for their attainment. Furthermore, 82% of the respondents reported that motivation leads to the stability of work force from the fact that a motivated work force becomes stable and works with vigour thereby reducing the possibility of unnecessary labour turnover and absenteeism.

Thirdly, 78% of the respondents argued for the shift in focus whenever needed which is the strategy needed when the organisation faces either crisis or is in an aging stage where, the motivations put could be monotonous to employees hence, in need of changes towards a new outlook. However, 81% reported the provision of feed back to employees as among the strategies to enhance employee work performance because motivations change with time along with the tastes and preferences of workers. Moreover, 82% of the respondents argued for the enhancement of

information availability and communication to let every employee get informed of what pertains him/her at the right time in order to avoid misconceptions of issues. Likewise, 85% of the respondents suggested the need for the availability of good working conditions that enable employees perform the duties. Moreover, 87% of the respondents argued for the increase of salaries/wages and incentives as among the strategies for enhancing employee work performance because, when an employees is able to sustain his/her monthly expenditures while having an excess for other developmental purposes becomes satisfied psychologically hence being able to do the work perfectly. Furthermore, 90% of the respondents pointed out the enhancement of staff training which normally enriches employees to come out with new understanding which leads to new innovations and development.

5.2 Conclusion

Motivation remains as a vital push factor in the performance of workers. Notwithstanding this, the ministry of Finance and Economic Affairs workers were found to be inadequately motivated. The availability of inadequate motivation which caused unrests has had effects on work performance and the output of workers. However, it was concluded that the need to have full appreciation of work done as it expresses encouragement to workers was important for the organisation to practice. Such appreciations could include cash, small gifts, certificates or bonuses for a job well done to show gratitude for their extra efforts. Moreover, motivation leads to the stability of work force from the fact that a motivated work force becomes stable and works with vigour thereby reducing the possibility of unnecessary labour turnover and absenteeism. Yet, the provision of feed back to employees as among the strategies to enhance employee work performance because motivations change with time along with the tastes and preferences of workers would render employees to carter for improvements and innovations..

5.3 Recommendations

In view of the above findings, the researcher has proposed the following recommendations;

- a) There is a need for the ministry to fully appreciate its workers for the purpose of enhancing public services
- b) There is a need to create an opportunity for a stable working environment for all employees as to eliminate the possibility of labour turnover and absenteeism which could be due to overworking employees
- c) As motivations change over time following the tastes and preferences of employees, therefore, there is a need to look upon the prevailing motivational strategies put by the ministry in order to go in line with what is needed for the enhancement of work performance.

5.4 Areas for Further Research

The study assessed the role of employee motivation on work performance. It is advised that further studies be done on the following issues;

- i) To what extent have public employees in different ministries been able to address the challenges related to their work performance?
- ii) What are the negative effects of employee inadequate provision of motivations?

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APPENDICES

Appendix 1: Questionnaires

PART A: Employee motivating factors for work performance

1. Please indicate your agreement or disagreement regarding the factors that influence students' academic performance as follows; 1) SA=Strongly Agree 2) A=Agree 3) U=Uncertain 4) D=Disagree 5) SD=Strongly Disagree.

Factor	Choice				
	Strongly agree	Agree	Uncertain	Disagree	Strongly disagree
1. Job security					
2. Sympathetic help with personal problems					
3. Interesting work					
4. Good working conditions					
5. Tactful discipline					
6. Good salaries/wages					
7. Promotions and growth in organisation					
8. Full appreciation of work done					

PART B: Influence of employee motivation on work performance

2. Do you think that among the mentioned items could be influencing employees on work performance?

Influence of employee motivation	Yes	No
Motivation puts human resource into action		
Motivation improves the level of efficiency of the employee		
Motivation leads to achievement of organisational goals		
Motivation builds friendly relationship		
Motivation leads to stability of work force		

3. Would you please mention other employee motivation?

i).....ii).....

iii).....iv).....

PART C: Strategies for enhancing employee work performance

4. Do you think that the following strategies can enhance employee work performance?

Strategy	Yes	No
Provision of frequent feedback		
Shift in focus whenever needed		
Good working conditions		
Increase of salaries/wages and incentives		
Enhancement of staff training		
Enhancement of information availability and communication		

5. Would you provide other strategies you know? (specify)

i).....ii).....

iii).....iv).....

Appendix 2: Interview Guide

- i) What are the employee motivating factors for work performance at the Ministry of Finance and Economic Affairs?
- ii) What is the influence of employee motivation on work performance at the Ministry of Finance and Economic Affairs?
- iii) What are the strategies for enhancing employee work performance at the Ministry of Finance and Economic Affairs?