

**FACTORS FOR EMPLOYEE'S MOTIVATION IN THE PRIVATE SECTOR:  
A CASE OF AIRTEL HEADQUARTERS TANZANIA, DAR ES SALAAM REGION**

**FACTORS FOR EMPLOYEES' MOTIVATION IN THE PRIVATE SECTOR:  
A CASE OF AIRTEL HEADQUARTERS TANZANIA, DAR ES SALAAM REGION**

**By  
Frank China**

**A dissertation Submitted to the School of Public Administration in Fulfilment of the  
Requirements for the Award of a Degree of Master of Public Administration of  
Mzumbe University.**

**2015**

**CERTIFICATION**

We, the undersigned, certify that we have read and here by recommend for acceptance by the Mzumbe University, a dissertation entitled **Factors for employees' motivation in the private sector: A case of Airtel headquarters Tanzania, Dar es Salaam Region**, in Partial Fulfilment of the Requirement for the Award of the Degree of Masters of Public Administration of Mzumbe University.

Signature

---

Major Supervisor

Signature

---

Internal Examiner

Signature

---

External Examiner

Accepted for the Board of .....

Signature

---

DEAN/DIRECTOR, FACULTY/DIRECTORATE/SCHOOL/BOARD

**DECLARATION**

I, Frank China, 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 similar or any other degree award.

Signature.....

Date.....

## **COPYRIGHT**

©

This dissertation is a copyright material protected under the Berne Convention, the Copyright Act 1999 and other international and national enactments, in that behalf, on intellectual property. It may not be reproduced by any means in full or in part, except for short extracts in fair dealings, for research or private study, critical scholarly review or discourse with an acknowledgement, without the written permission of the Directorate of Postgraduate Studies, on behalf of both the author and Mzumbe University.

## **ACKNOWLEDGEMENT**

First and foremost, all praise and glory be to God who endowed me with strength, health, patience, and courage to complete this work. Secondly, I would like to express my profound gratitude and special thanks to my major supervisor Dr. Gustav Kunkuta-Mzumbe University who supported me academically throughout the study. His critical remarks and comments were very constructive to my work, without which this work could not have in scholarly quality it is.

Thirdly, I am thankful to all respondents both employees and managers of Airtel Company headquarters-Dar es Salaam who were willing to respond to my questionnaires and interviews; they contributed a lot to the data collection process. Fourthly, I would also like to express my sincere gratitude and appreciation to all my fellow class members especially those I used to study and discuss with. I thank them for their encouragement, moral and academic support; the sleepless nights we had worked together during studies and all the collegial bond we had in classes will always be honoured and remembered. These were Lameck John, Gloria Simfukwe, Mr. Madembwe J, Getrude Mushyand Mr Prochesius J. Mguli

Lastly but not the least, my heartfelt thanks should go to China's family, Edger Mwamakula, David T. Kyamba, Mr Eusebius Mpinge, Mr Amani Kakana, Fausta Nyoni, and Mr and Mrs Musa J Malifedha for their moral and material support. While it is not possible to mention everyone who helped individually, I pay tribute and excellence heartfelt gratitude to those who in various ways contributed to the successful completion of this work. Thank you all.

## **DEDICATION**

I sincerely dedicate this work to

The Almighty God for always holding my hands when writing this dissertation;

My lovely wife, Emilliana E. Nyoni, you love me unconditional;

My mother, Florida M. Sagini, and my brother Faustine China for tirelessly providing me with support in spite of all difficulties and hardships you encountered;

I lastly dedicate this work to my late father, Edward China Tegile, for teaching me how to stand up on my own in all circumstances. I wish you were here to share with me your wisdom and joy.

## **LIST OF ABBREVIATIONS**

IDs	-	In-Depth Interviews
IMF	-	International Monetary Fund
MNH	-	Muhimbili National Hospital
MPA	-	Masters of Public Administration
SPSS	-	Statistical Package for Social Sciences
TDMS	-	Teacher Development and Management Strategy
TPFHQs	-	Tanzania Police Force Headquarters
TPSF	-	Tanzania Private Sector Foundation
UNESCO	-	United Nations Education, Scientific and Cultural Organizations
URT	-	United Republic of Tanzania

## ABSTRACT

The general objective of this study was to identify factors employees consider as most important and likely to motivate them most in their jobs. Three research questions were set for this study; these were: *What factors the employees find most motivating in the case study organization? Are there any factors the staff find demotivating at their work place? What approaches are used to motivate employees in the case study organization?*

The study employed a case study research design to answer the above research questions where Airtel company headquarters-Dar es Salaam was selected as the area of the study. Both primary and secondary techniques of data collection including interview, questionnaire and informal discussion were employed. The sample consisted of 70 respondents including 62 questionnaire respondents who were employees randomly selected from the case study organization and 8 interview respondents who were managers (senior officials) purposively selected from the company. Quantitative data were analysed by means of descriptive statistics using frequencies, tables and percentages while the qualitative responses were coded and categorised and analysed into themes in relation to the research questions and interpreted with a view to answering the research questions. To preserve originality of the study the respondents talk was presented verbatim.

The findings of the study show that both job related and non job related factors were important in employees' motivation. Job related factors the employees considered to be motivating in Airtel company were: promotion, training and development opportunities, recognizing of employees' effort and performance. The non job related factors employees considered as important for their motivation included: salary, rewarding the hard working employees, good working conditions, monthly/annual bonuses and organizing parties on regular basis. The findings are consistent with Herzberg's two factors theory in that the factors described by the respondents as most motivating reflect both intrinsic (job related) and extrinsic (non job related) motivators.

The study also examined factors employees considered to be demotivating in their jobs and approaches made by the company to address them. De-motivational factors mentioned included: lack of enough training and development opportunities, lack of enough appreciation of employees' contributions and effort, unfair impractical performance appraisal by the organizations, poor management and administration style from their supervisors, favouritism and lack of promotion opportunities. While the approaches used were: organizing regular in-service training, reasonable salaries, employee recognition, and employee involvement in company decision making process, establishing effective communication between management and employees.

Based on the findings, the study recommends that the company needs to put in place strategies to ensure the motivation packages offered are sustainable. It also needs to investigate and address the factors reported in this study as dissatisfying. Finally the company should continue to award good and outstanding performance to encourage a performance culture among the employees.

## TABLE OF CONTENTS

CERTIFICATION.....	i
DECLARATION.....	ii
COPYRIGHT.....	iii
ACKNOWLEDGEMENT.....	iv
DEDICATION.....	v
LIST OF ABBREVIATIONS.....	vi
ABSTRACT.....	vii
LIST OF TABLES.....	xi
LIST OF FIGURES.....	xii
LIST OF APPENDICES.....	xiii
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>INTRODUCTION AND PROBLEM SETTING.....</b>	<b>1</b>
1.1 Overview of the chapter.....	1
1.2 Background to the study.....	1
1.3 Statement of the problem.....	2
1.4 Objectives of the study.....	3
1.4.1 General objective.....	3
1.4.2 Specific objectives.....	3
1.5 Research questions.....	4
1.6 Focus of the study.....	4
1.7 Significance of the study.....	4
1.8 Limitations of the study.....	4
1.9 Organization of the dissertation.....	5
<b>CHAPTER TWO.....</b>	<b>6</b>
<b>LITERATURE REVIEW.....</b>	<b>6</b>
2.1 Introduction.....	6
2.2 Theoretical literature review.....	6
2.2.1 The concepts of motivation.....	6
2.2.2 Types of motivation.....	7
2.3 Theories of motivation.....	9

2.3.1	Maslow’s hierarchy of needs theory .....	9
2.3.1.1	Critique of Maslow’s theory of human needs in relation to employees’ motivation	11
2.3.2	Herzberg’s two-factor theory .....	11
2.3.2.1	Potential application and limitations of Herzberg’s theory.....	12
2.3.3	Content (needs) theory .....	13
2.3.3.1	Implication of needs theory on management .....	14
2.3.4	Equity theory .....	14
2.3.4.1	Assumptions of equity theory applied to employees.....	15
2.3.4.2	Critique of equity theory in relation to employees’ motivation .....	16
2.4	Empirical review .....	16
2.4.1	Local studies.....	16
2.4.2	International studies .....	17
2.5	Research gap.....	19
2.6	Conceptual framework .....	19
	<b>CHAPTER THREE .....</b>	<b>22</b>
	<b>RESEARCH METHODOLOGY.....</b>	<b>22</b>
3.1	Introduction .....	22
3.2	Research design.....	22
3.3	Area of the study .....	23
3.4	Population of the study.....	24
3.4.1	The study sample.....	25
3.5	Sampling techniques.....	25
3.5.1	Random sampling.....	26
3.5.2	Non probability sampling .....	26
3.6	Methods of data collection .....	27
3.6.1	Primary data collection.....	27
3.6.2	Secondary data collection.....	28
3.7	Data analysis methods .....	29
3.8	Validity of the study .....	29
3.9	Reliability of the study .....	30
3.10	Ethical considerations.....	30

<b>CHAPTER FOUR .....</b>	<b>31</b>
<b>DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS.....</b>	<b>31</b>
4.1 Introduction .....	31
4.2 Demographic characteristics of the respondents .....	31
4.2.1 Sex of respondents.....	31
4.2.2 Age of respondents .....	32
4.2.3 Education level of respondents.....	32
4.2.4 Respondents' length of service in the company .....	33
4.3 Results and discussion of findings .....	34
4.3.1 Factors employees find to be motivating .....	34
4.3.1.1 Job related factors employees find to be motivating .....	34
4.3.1.2 Non-job related factors employees find to be motivating .....	39
4.3.2 Demotivating factors .....	43
4.3.3 Approaches used to motivate employees in the company.....	48
<b>CHAPTER FIVE .....</b>	<b>52</b>
<b>SUMMARY, CONCLUSION AND RECOMMENDATIONS .....</b>	<b>52</b>
5.1 Introduction .....	52
5.2 Summary of the study.....	52
5.3 Conclusions of the study .....	54
5.4 Recommendations .....	55
5.5 Areas for further research.....	55
<b>REFERENCES .....</b>	<b>57</b>
<b>APPENDICES .....</b>	<b>64</b>

## **LIST OF TABLES**

Table 3.1	Study population .....	24
Table 3.2	Summary of the study sample .....	25
Table 3.3	Selection of the proportionate samples .....	26
Table 4.1	Distribution of respondents by sex .....	31
Table 4.2	Distribution of respondents by age.....	32
Table 4.3	Respondents' educational level .....	33
Table 4.4	Respondents' length of service .....	33
Table 4.5	Respondents' responses with regard to job related factors .....	34
Table 4.6	Respondents' responses with regard to non-job related factors .....	39
Table 4.7	Responses on factors de-motivating employees in their jobs .....	43
Table 4.8	Responses on approaches used by company to motivate employees .....	48
Table 4.9	Approaches used to motivate employees .....	50

## **LIST OF FIGURES**

Figure 2.1 Maslow's hierarchy of needs .....	10
Figure 2.2 Conceptual framework: Investigating factors motivating employees in organizations .....	21

## **LIST OF APPENDICES**

APPENDIX A .....	64
QUESTIONNAIRE FOR EMPLOYEES .....	64
APPENDIX B.....	67
INTERVIEW GUIDE FOR MANAGERS .....	67
APPENDIX C.....	68
ORGANIZATION STRUCTURE OF AIRTEL COMPANY-TANZANIA.....	68

## **CHAPTER ONE**

### **INTRODUCTION AND PROBLEM SETTING**

#### **1.1 Overview of the chapter**

This chapter presents introduction and the background of the study. It includes the statement of the problem and the research gap. The chapter further presents the objectives of the study, research questions, significance of the study, focus of the study, limitations of the study and lastly the organization of the report. Organizational profile of the case study organisation is presented first.

#### **1.2 Background to the study**

Dubrin (2009) argued that motivated employees are likely to increase their effort toward achieving the goals set by their organisations because they will be happy to contribute their best in an organisation that cares about their needs. Thus, motivating people is important in getting them move in the direction desired in order to achieve particular results. Yang (2009) pointed out that competition between organizations is becoming more and more fierce requiring organizations to operate efficiently in the present while innovating effectively to remain functional and prosperous.

Staff motivation is very important in any organisation that seeks to improve its performance. Motivation drives the human beings to reach their goals and organizational goals (Armstrong, 2009). The motivated employee volunteers to do more than what is expected thus becoming more successful than others. Such employee could be a good recourse and a model to be followed by other staff and adds positive input to the work within the organization (Ajang, 2007). Dubrin (2009) argued that there is a close relationship between motivation and performance in organization. This is because highly motivated employees are likely to contribute to productivity and organizational success in general (Ajang, 2007).

Employees motivation and performance has been referred to by a number of studies. For example, United Nations Educational, Scientific and Cultural Organizations [UNESCO] (2006) and Davidson (2006) observed that motivating workers appropriately will not only

positively affect workers' efficacy but also increase the quality of service they provide. Davidson (2006) argued that improving workers' working condition and living conditions is critical to improving their motivation.

The author further argued that once incentives are provided, employees will likely enjoy greater status and have higher level of motivation that may lead to the quality of services within an organization. Indeed a lot of employees have often expressed deep dissatisfaction with their compensation, among other demands. Some studies have claimed that employees in public and private sectors lack proper housing, low status, irregular salary payments and limited opportunity for professional development (Sitta, 2006; URT, 1995).

To address the problem of employees' motivation in Tanzania, some national efforts and strategies have been put in place; for example, in the years 1999, 2005 and 2010 the government implemented Salary/Pay Reform which aimed at increasing salaries among the servants (Lambert, 2004; Mutahaba, 2005; United Republic of Tanzania [URT], 2010). It was hoped that an increase of salary would lead to the improvement of performance in the public sector (World Bank, 1990). For instance in education sector, the Teacher Development and Management Strategy (TDMS) was developed to provide a comprehensive, holistic, and an all-encompassing strategy to deal with, among other issues, teachers' training and recruitment, deployment and motivation (TDMS, 2007). However, such efforts notwithstanding the question of employees motivation is one of the challenges both the public and private sectors are grappling with (Sitta, 2006).

### **1.3 Statement of the problem**

Various theories such as Herzberg's theory of motivation and Maslow's hierarchy of needs spell out various factors affecting employees work morale and motivation. Herzberg's Two Factor Theory suggests that employees are motivated by intrinsic (job related) factors and extrinsic (non job related) factors (Mausner & Syndrome, 1959). Intrinsic motivations include:-achievement, recognition, the work itself, responsibility, advancement and growth.

Extrinsic factors are those include good career, pay/salary, supervision, high status and good working condition that are likely to motivate employees in organizations (Deci, 1975). Also, Maslow (1954) suggested five needs employees are likely to wish to achieve, these are:-physiological needs, security or safety needs, affiliation or acceptance needs, esteem and need for self-actualization. While these factors established in the Western World context are sound, it is not clear which of the suggested factors motivate the employees most and why. It is also not clear as to which of listed motivation factors rank highly in among the employees in a developing country context. Therefore, this study required to investigate the factors employees themselves consider to be most motivating and de-motivating in the selected private sector organization (Airtel Tanzania) which is among the developing countries, labelled as among the least developed countries in the world.

#### **1.4 Objectives of the study**

The aim of this section is to describe the objectives of the study. These objectives are divided into two main categories; the general objective and specific objectives.

##### **1.4.1 General objective**

The general objective of this study was to identify factors employees find as most and likely to motivate them in their jobs. The study was carried out by means of a case study of Airtel headquarters Tanzania in Dar es Salaam Region.

##### **1.4.2 Specific objectives**

Specific objectives of this study were:

- i. To examine factors employees find as most important for their motivation to perform;
- ii. To identify factors employees find to be most demotivating in the case study organization;
- iii. To investigate approaches used by the company to motivate its employees in their jobs.

## **1.5 Research questions**

The study attempted to address the following questions:

- i. What factors employees find most motivating in the case study organization?
- ii. Are there any factors staff finds demotivating at their work place? What are they?
- iii. What approaches are used to motivate employees in the case study organization?

## **1.6 Focus of the study**

The focus of this study was to identify factors employees find as most important and likely to motivate them most in their job. Also examined factors the employees considered demotivating in their jobs. Airtel headquarters Tanzania in Dar es Salaam Region was a case study where some employees and managers were selected as the study sample.

## **1.7 Significance of the study**

The study is important in view of the following considerations:

- i. To sensitize administrative and human resource managers on the required job related and non job related motivation to employees so as to increase work performance and efficiency;
- ii. Results from the study will contribute knowledge to academic arena with regard to understanding employees' motivation;
- iii. The study will provide reference materials to students of public administration and human resource who have interest in researching on employees' motivation;
- iv. The study is also a partial fulfillment of the requirements for the award of a Masters of Public Administration (MPA) degree of the Mzumbe University.

## **1.8 Limitations of the study**

The study was limited by the following factors:

- i. Unwillingness of some respondents to provide required data for example in filling the questionnaires and return them to the researcher;
- ii. Some of the interviewees were not available for the scheduled interviews.

The identified problems above were addressed by doing the following:

- i. Encouraging the respondents to willingly participate in interviews and filling questionnaires;
- ii. The purpose of the study was explained to the respondents to gain their trust and participation in the study;
- iii. Promising the anonymity of the respondents as suggested by Mouton & Marais (1996);
- iv. Reminders follow ups in terms of phone calls and physical visits were made to ensure that all the interviews were carried out as planned.

### **1.9 Organization of the dissertation**

This dissertation is organised into five chapters. The first chapter is an introduction which comprises background information, statement of the problem, research gap, and objectives of the research, research questions, and focus of the study, significance of the study and limitations of the study. The second chapter reviews both theoretical framework and empirical literature in relation to staff motivation and performance. This chapter also describes the conceptual framework of the study. The third chapter selects and discusses the methodology of the study. Chapter Four presents the data collected and discusses findings in relation to the research objectives and questions. Chapter five presents the summary of the study, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter explores literature that relates to this study. The main purpose of reviewing literature is to enable the researcher to get acquainted with the selected study theme. Also the review informs the approach to the analysis of the research problem. This chapter is divided into two parts. The first part reviews theoretical literature focusing on the key concepts and theories explaining the factors for employees' motivation in relation to the organisation performance. The second part reviews empirical literature and describes a conceptual frame work of the study to investigate factors employees consider to be most important for their motivation.

#### **2.2 Theoretical literature review**

This section reviews literature on employees' motivation. It covers concept and importance of motivation, types of motivation, the process of employees motivation, and also theories of motivation.

##### **2.2.1 The concepts of motivation**

Motivation is the driving force within individuals that compels them physiologically and psychologically to pursue one or more goals to fulfil their needs or expectations (Lam & Tang, 2003). Gupta (2011) argued that motivation is essential to nearly all behaviour at work and can be thought of as the force that drives behaviour. In other words, motivation can be considered as both the powerhouse behind behaviour, and also a person's reasons for doing something (or nothing). Mullis (2002) describes motivation as the direction and persistence of action; it may explain why people choose a particular course of action instead of the other.

Technically, motivation is not synonymous with money or salaries. Money is a means for accommodating the economic needs of workers while motivation means an inner wholesome desire to exert effort without the external stimulus of money Mullis (2002).

Motivating is the ability of indoctrinating the personnel with a unity of purpose and maintaining a continuing, harmonious relationship among all people in the organization (Thwala & Monese, 2008). According to Long (2012), motivation implies a state of readiness or eagerness to change, which may vary from one time or situation to another. Thus, from the above definitions, it can be said that a person who feels activated to do something is regarded to be motivated while a person who has no inspiration to act on something is considered not to be motivated. Issues contributing to motivating employees include: the reward system of the organization; job designs of the organization; culture of the organization; performance management framework of the organization as well as leadership of the organization (Nohria & Groysberg, 2008).

### **2.2.2 Types of motivation**

Hertzberg, Mausner and Syndrome (1959) posit that there are basically two types of motivation. The first one is the intrinsic motivation and the second is extrinsic motivation:

#### **(i) Intrinsic motivators**

These were defined by Herzberg as ‘motivators through the work itself. According to Herzberg (cited in Gitman & McDaniel, 2008, p. 241) intrinsic motivators are also called job-generated factors or job satisfiers for they derived from the work an employee performs. These consist of the following elements:

- i. Recognition - the state where employees are being recognized by the organization. When recognizes the best employees: high performance level, the organization goals and individuals’ goals may be achieved (Long, 2012);
- ii. The work itself - being able to derive satisfaction from the job content. Motivation helps in satisfying individual as well as group needs of employees. This motivates them to be committed to achieving goals of organizations;
- iii. Achievement - getting ahead and succeeding of employees as a result inspired to unleash the best of their effort and commitment to an organization (Mullis, 2002);
- iv. Responsibility - staff feeling that the work is important and having control over one’s own resources in the organization;

- v. Advancement - an act of the organization to promote employees in rank. Promoting employees make them give their best performance in the production process which helps in increasing productivity;
- vi. Autonomy - scope to use and develop employee's skills and abilities, interesting and challenging work and opportunities for advancement (Rutledge, 2008).

**(ii) Extrinsic motivators**

Extrinsic or non job related factors refer to behaviours aiming to attain a reward or benefit rather than for the enjoyment of the job itself (Deci, 1971). Extrinsic motivation comes from outside an individual's job; they are external to one's job. These rewards provide satisfaction or pleasure that the task or job itself may not provide. An extrinsically motivated person will work on a task even when they have little interest in it because of the anticipated satisfaction they will get from the associated rewards. According to Herzberg (in Dzimbiri, 2009, p. 69) these factors include:

- i. Salary/pay - a fixed compensation periodically paid to a person/employee for regular work or services in the organization or company. When competitive salary is provided, employees are properly motivated and likely to use their skills and knowledge up to their maximum ability and deliver better results (Randhawa 2007);
- ii. Supervision - directing an employee's performance of operation or to watch over so as to maintain order in the organization. Supervision makes high performance of an individual in the organization to achieve its goals;
- iii. Working condition - the conditions in which staff work such as physical environment, degree of safety and noise levels. It can also be a source of push an employee to do or refrain from doing something (Prasad, 2007);
- iv. Interpersonal relation - close association between two or more employees that may range in duration from brief to enduring in their jobs. Interpersonal relation improves teamwork spirit and communication at workplace (Armstrong, 2006);
- v. Company policy - business' approach to a given issue such as forbidden behaviors, rights, and dispute procedures;

- vi. Administration - an interpretation and implementation of the policy set by an organization characterized by control (Deci, 1971). Selected theories of motivation are reviewed next.

## **2.3 Theories of motivation**

There is a number of motivation theories which mainly are complementary. The most significant theories are: Maslow's hierarchy of needs theory and Herzberg's two-factor theory (Armstrong, 2009), content (needs) theory and equity theory. Maslow's hierarchy of needs theory is presented first.

### **2.3.1 Maslow's hierarchy of needs theory**

The Maslow's hierarchy of needs theory posits that behaviour at a particular moment is determined by the strong desire to meet a personal need (Maslow, 1954 & Lindner, 1998). Psychologist Abraham Maslow postulated that there are five types of needs that must be satisfied before a person can act unselfishly (Griffin, 2011). These needs are hierarchically arranged starting with the most basic needs which are physiological needs, followed by safety needs, love, the quest for esteem and the self-actualization being the highest (Gawel, 1997). Maslow stated that, if all needs are unsatisfied at a particular time, satisfaction of the predominant need would be most pressing and that the need that comes first must be satisfied before a higher-level need comes into play. Thus, the five basic needs of an individual form a hierarchy of needs (See Figure 2.1). Maslow argued that, lower level needs had to be satisfied before the next higher level need would motivate employees. According to Maslow, the higher level needs are not considered important by an individual until the lower level needs are satisfied at least partially and once a need is satisfied the person is concerned with the next level of need in their personal hierarchy (Randhawa, 2007).

**Figure 2.1 Maslow's hierarchy of needs**

Level	Type of need	Example
1.	Biological and physiological needs	• Air, food, drink, shelter, warmth, sex, sleep and hunger.
2.	Safety needs	• Protection from elements, security, order, law, stability, freedom from fear.
3.	Love and belongingness	• Friendship, intimacy, affection and love from work group, family, friends, romantic relationship
4.	Esteem needs	• Achieving, mastery, independence, status, dominance, prestige, self-respect and respect from others
5.	Self-actualization	• Realizing personal potential, self fulfillment, seeking personal growth and peak experiences.

Source: Gawel, (1997).

The five needs suggested by Maslow (cited in Koontz & Weirich, 2007) are further clarified below:

(a) *Biological and physiological needs* – these are referred to by Maslow as the basic needs for sustaining human life itself, such as food, water, warmth, shelter, and sleep. Until these needs are satisfied to the degree necessary to maintain life, other needs will not motivate people (Griffin, 2011).

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

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

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

(e) *Need for self-actualization* – Maslow regards this as the highest need in his hierarchy. It is the desire to become what one is capable of becoming-to maximize one's potential and to accomplish something (Koontz &Weihrich, 2007).

### **2.3.1.1 Critique of Maslow's theory of human needs in relation to employees' motivation**

The Maslow's hierarchy of need theory has some practical implications to employees' motivation. For example, employees and other categories of people need to have their basic needs satisfied. If these needs are not satisfied, they are not likely to function effectively; they cannot be expected to contribute their best to organisational performance and they are not likely to be productive and innovative. Different factors have different influence on motivating employees; and employees may have different needs such as salary increase, good working conditions, the need for promotion and development. For the purpose of this study, Maslow's hierarchy of needs provides a continuum of factors that can be explored to understand factors employees find most important and likely to motivate them the most in their jobs.

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

### **2.3.2 Herzberg's two-factor theory**

Frederick Herzberg is one of the best known psychologists in the field of motivation who developed a theory based on a study of need satisfaction among engineers and accountants (Lindner, 1998).

According to Herzberg (cited in Armstrong, 2007, p.124) the factors giving rise to job satisfaction (and motivation) are distinct from the factors that lead to job dissatisfaction.

He termed the factors that lead to job satisfaction as *motivators/satisfiers*, which include satisfaction of achievement (getting ahead and succeeding), recognition, advancement, the work itself, and personal growth.

According to Herzberg, the factors leading to job dissatisfaction are known as *hygiene/dissatisfiers*, which include such factors as company policy and administration, technical supervision, interpersonal relations with supervisors and peers, salary, job security, work conditions and status (Deci, 1971). Herzberg further posited that while the motivational factors (satisfiers) are *intrinsic* to the job and that their increase satisfies the employees and helps to improve performance, their decrease does not cause dissatisfaction (Gupta, 2011).

### **2.3.2.1 Potential application and limitations of Herzberg's theory**

The study was an attempt to test the applicability of Herzberg Two Factor Theory of motivation (job related and non job related motivators) in a developing country context. The Herzberg's Two-Factor theory is relevant in this study in view of the following: different sets of motivational factors can motivate workers differently. By studying a set of intrinsic (job related) and extrinsic (non job related) motivation factors as suggested by Herzberg and indeed aspects posted by other theories reviewed above, it is possible to understand which among these factors are mostly considered by employees to be motivating or demotivating.

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

Herzberg's Two-Factor theory is closely related to Maslow's Needs theory, equity theory and content (needs) theory in that it classifies human needs and state that these human needs have to be satisfied for the employees to be motivated (Agarwal, 1982). The main distinction between these theories is that the lower level needs of individual such as food, shelter, job security are regarded by Maslow as having the power or potency to motivate workers. However, to Herzberg, these are just hygienic (the practice of keeping yourself) factors; if they are absent there is dissatisfaction but their presence does not provide any motivation (Banerjee, 1995). Theories of motivation can help to understand why people behave as they do. No theory has a universal approach or ability to explain human behaviour, because peoples' behaviour is too complex (Donnelly, Gibson, & Ivancevich, 1995). This study is of the view that employees are likely to be motivated to effectively perform their jobs if both intrinsic and extrinsic factors are satisfied.

### **2.3.3 Content (needs) theory**

Need theory, also known as Three Needs Theory proposed by psychologist David McClelland, is a motivational model that attempts to explain how the needs for achievement, power, and affiliation affect the actions of people from a managerial context (Burnham, 1991). This model was developed in the 1960s soon after Maslow's hierarchy of needs in the 1940s (Burnham, 1991). McClelland (1988) stated that we all have these three types of motivation regardless of age, sex, race, or culture and hence subdivided the content (needs) theory into three categories as clarified below:

(a) *Need for achievement*:-People who are motivated typically prefer to master a task or situation. They prefer working on tasks of moderate difficulty, prefer work in which the results are based on their effort rather than on anything else, and prefer to receive feedback on their work. However, this personality type is motivated by accomplishment in the workplace and also an employment hierarchy with promotional positions (Robertson & Cooper, 1983).

(b) *Need for affiliation*:-People who have a need for affiliation prefer to spend time creating and maintaining social relationships, enjoy being a part of groups, and have a desire to feel loved and accepted. People in this group tend to adhere to the norms of the

culture in that workplace and typically do not change the norms of the workplace for fear of rejection. This person favours collaboration over competition and does not like situations with high risk or high uncertainty. People who have a need for affiliation work well in areas based on social interactions like customer service or client interaction position (Burnham, 1991).

(c) *Need for power*:-This motivational needs stems from a person's desire to influence, teach, or encourage others. People in this category enjoy work and place a high value on discipline. The downside to this motivational type is that group goals can become zero-sum in nature, that is, for one person to win, another must lose. However, this can be positively applied to help accomplish group goals and to help others in the group feel competent about their work. A person motivated by this need enjoys status recognition, winning arguments, competition, and influencing others. With this motivational type come a need for personal prestige, and a constant need for a better personal status (Robson, 2004).

### **2.3.3.1 Implication of needs theory on management**

Different ranks of employees may have different motivation needs. In their study, McClelland and Burnham (1977) found that 86% of the population were dominant in one, two, or all three of these three types of motivation. According to their research "*Power is the Great Motivator*" found that those in top management positions had a high need for power and a low need for affiliation. Their research also found that people with a high need for achievement will do best when given projects where they can succeed through their own efforts. Although individuals with a strong need for achievement can be successful lower-level managers, they are usually weeded out before reaching top management positions. They also found that people with a high need for affiliation may not be good top managers but are generally happier, and can be highly successful in non-leadership roles (McClelland and Burnham, 1977).

### **2.3.4 Equity theory**

Equity theory was first developed by J. Stacy Adams in 1963. It considered one of the justice theories that attempts to explain relational satisfaction in terms of perceptions of

fair/unfair distributions of resources within interpersonal relationships (Guerrero, Andersen and Afifi, 2007). Psychologist Stacy Adams asserted that employees seek to maintain equity between the inputs that they bring to a job and the outcomes that they receive from it against the perceived inputs and outcomes of others (Adams, 1965). The belief is that people value fair treatment which causes them to be motivated to keep the fairness maintained within the relationships with their co-workers and the organization (Gill & Stone, 2010).

Equity theory assumes that employees seek to maintain an equitable ratio between the inputs they bring to the relationship and the outcomes they receive from it (Adams, 1965). Equity theory in business, however, introduces the concept of social comparison, whereby employees evaluate their own input/output ratios based on their comparison with the input/outcome ratios of other employees (Carrel & Dittrich, 1978). Inputs in this context include the employee's time, expertise, qualifications, experience, intangible personal qualities such as drive and ambition, and interpersonal skills. Outcomes include monetary compensation, perquisite, benefits, and flexible work arrangements. Employees who perceive inequity will seek to reduce it, either by distorting inputs and/or outcomes in their own minds (cognitive distortion), directly altering inputs and/or outcomes, or leaving the organization ((Traupmann, 1978).

#### **2.3.4.1 Assumptions of equity theory applied to employees**

According to Carrel and Dittrich (1978), there are three primary assumptions applied to most business applications of equity theory:

- i. Employees expect a fair return for what they contribute to their jobs, a concept referred to as the “equity norm”.
- ii. Employees determine what their equitable return should be after comparing their inputs and outcomes with those of their co-workers. This concept is referred to as social “comparison”.
- iii. Employees who perceive themselves as being in an inequitable situation will seek to reduce it, either by distorting inputs and/or outcomes in their own minds (cognitive distortion), directly altering inputs and/or outcomes, or leaving the organization (Carrel and Dittrich, 1978).

#### **2.3.4.2 Critique of equity theory in relation to employees' motivation**

The equity theory has some practical implications to employees' motivation. For example, an employee who believes is overcompensated may increase his/her effort in the organization. An employee who believes is not fairly compensated cannot be expected to contribute his/her best to organisational performance and is not likely to be productive and innovative (Huseman, 1991). Thus, the equity theory provides a continuum of factors that can be explored to understand factors employees find most important and likely to motivate them the most.

However, criticism has been directed toward both the assumptions and practical application of equity theory. Scholars such as (Hatfield & Miles, 1987) and (Messick & Cook, 1983) have questioned the simplicity of the model, arguing that people might perceive equity/inequality not only in terms of the specific inputs and outcomes of a relationship, but also in terms of overarching system that determines those inputs and outputs. Thus in a business setting, one might feel that his or her compensation is equitable to other employees while one might view the entire compensation system as unfair that may likely to job dissatisfaction (Carrel & Dittrich, 1978). Empirical literature review is presented next.

### **2.4 Empirical review**

This section reviews some selected research work related to employee's motivation in Tanzania and other outside worlds. This review is important as it gives information about existing researches, how it was done and what results were generated. The section specifically reviews seven studies by, Leshabari, Muhondwa, & Mwangu (2008), Lameck (2011), Skibba (2002), Thwala & Monese (2008) and Oluseyi and Ayo (2009).

#### **2.4.1 Local studies**

Leshabari<sup>1</sup>, Muhondwa, & Mwangu (2008) investigated motivation of health care workers in Tanzania using a case study of Muhimbili National Hospital (MNH). One of the main components of this comprehensive study was to measure the extent to which workers in the hospital were satisfied with the tasks they performed and to identify factors associated with low motivation in the workplace. This was a cross-sectional study involving a

sample of 448 hospital workers including; doctors, nursing staff, auxiliary clinical workers and other administrative staff. The study found that many workers at all levels in the hospital were not satisfied with the tasks they performed due to a variety of factors: low salary levels, frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in different organizational units and between workers and management, lack of participation in decision-making processes, and a general lack of concern for workers welfare by the hospital management.

Based on the study findings, several recommendations were made including setting defined job criteria and description of tasks for all staff, improving availability and quality of working gear for the hospital, the introduction of a reward system commensurate with performance, promotion, improved trainings and development, improved communication at all levels, and introduction of measures to demonstrate concern for the workers' welfare.

Lameck (2011) investigated nonfinancial motivation as strategy for improving performance of police force using a case study of Police Force Headquarter in Tanzania. The objective of this study was to explore the extent of utilization of non monetary motivations in the police force Tanzania. With the aid of questionnaire and interview, the study found the non monetary rewards available at TPF HQ included: promotion, appreciation certificates, writing or verbal thanks, tour offering, medals awards, health services, housing facilities, training scholarship, good working conditions, gift offering and recognition, tour offering, assignments abroad, responsibility and training.

The findings revealed that employees considered non-monetary incentives as the most important factors that increased their desire to exert more effort in their jobs. Most of the respondents pointed out that employees are quite positive towards the use of non monetary incentives in the workplace and can be effective in motivating them and be used to complement monetary incentives (Lameck, 2011).

#### **2.4.2 International studies**

Skibba (2002) researched on personality and job satisfaction through investigating the Central Wisconsin fire fighters company which is located in the north-central United

States. The purpose of their work was to present investigation evaluating how personality and job satisfaction affected job performance in employees. The analysis of the twenty (20) interviews revealed that while the use of rewards was vital in motivating employees, there was the need for management and employers to have a clear understanding of the human nature and what actually motivated employees. The research further confirmed that efficient motivation program stems from a mixture of extrinsic and intrinsic rewards.

In addition, the study established that most of the challenges managers faced in motivating their employees could be eliminated when myths surrounding motivation were discarded and individual differences in terms of preferences and aspirations were incorporated into a reward system. Finally, the study concluded that enhanced motivation could be attained when managers do their best to design the work setting so they become motivators in themselves while at the same time eliminate demotivating factors at the work place.

Thwala & Monese (2008) studied on motivation as a tool to improve productivity on the construction site in South Africa. The purpose of their study was to identify the factors that promoted positive motivational behaviour among construction workers as to improve production in the construction site. Furthermore, the study aimed at identifying consistencies in the behaviour of motivated, satisfied, committed and loyal employees in the construction field since these are important characteristics in the workplace.

The findings revealed that there were definite differences between different cultures as to how people could be motivated. The study concluded that management should play an active and continuous role in managing on site motivational processes. Employee's desired outcomes should be tied to performance and management should focus on eliminating performance obstacles. Also, this study observed that workers are assets for the business and the management should be more concerned.

Oluseyi and Ayo (2009) investigated the motivation challenges for oil and gas companies in Ibadani and Oyo state Nigeria. They found that there was a significant link between performance and motivating employees in organizations and that lack of motivation among the organization had a negative impact on organizational performance. The authors revealed that among the employees' de-motivation factors were low salary, failure to

implement good performance appraisal, lack of recognition, lack of empowerment and poor supervision style. The study concluded that although money was important in a competitive market environment, non-monetary factors such as effective and fair performance appraisal, empowering employees and good supervision style played a major role in motivating employees in the soil and gas sector.

## **2.5 Research gap**

A number of studies have assessed employees' motivation focusing on finding out whether the employees are motivated or not (Thwala & Monese, 2008) and (Ofoegbu, 2004). Other studies (Gupta, 2011), (Mullin, 2002) have explored mechanisms and approaches used to motivate employees. Others have examined the implementation and differences of employees' motivation policies (Antony, 2011) and (Gill and Stone, 2010). However, most existing studies of motivation in Tanzania provide employees motivation experiences in the public sector (Leshabari, Muhondwa, & Mwangu, 2008). The private sector experiences remain less explored. Therefore, this study sought to fill this gap by investigating the factors employees themselves consider to be most motivating and demotivating in the selected private sector organization in Tanzania which is among the developing countries, labelled as among the least developed countries in the world. It is expected that the findings of this study as well as recommendations provided will contribute to fill the above research gap.

## **2.6 Conceptual framework**

Conceptual framework is the summary of factors and indicators used to analyze a programme or any object of interest (Kothari, 2004). Conceptual framework enables the researcher to identify and concentrate on important and relevant variables and attributes with a view to addressing the research objectives and questions (Patton, 2002).

The purpose of the study was to identify factors employees consider to be most motivating in their jobs. The analysis also attempted to establish any possible differences in perception of motivation factors among the employees considered to be demotivating and the possible reasons for such differences. To address this problem, the study adopted the Herzberg's Two Factor Model reviewed in this chapter whereby the analysis examined

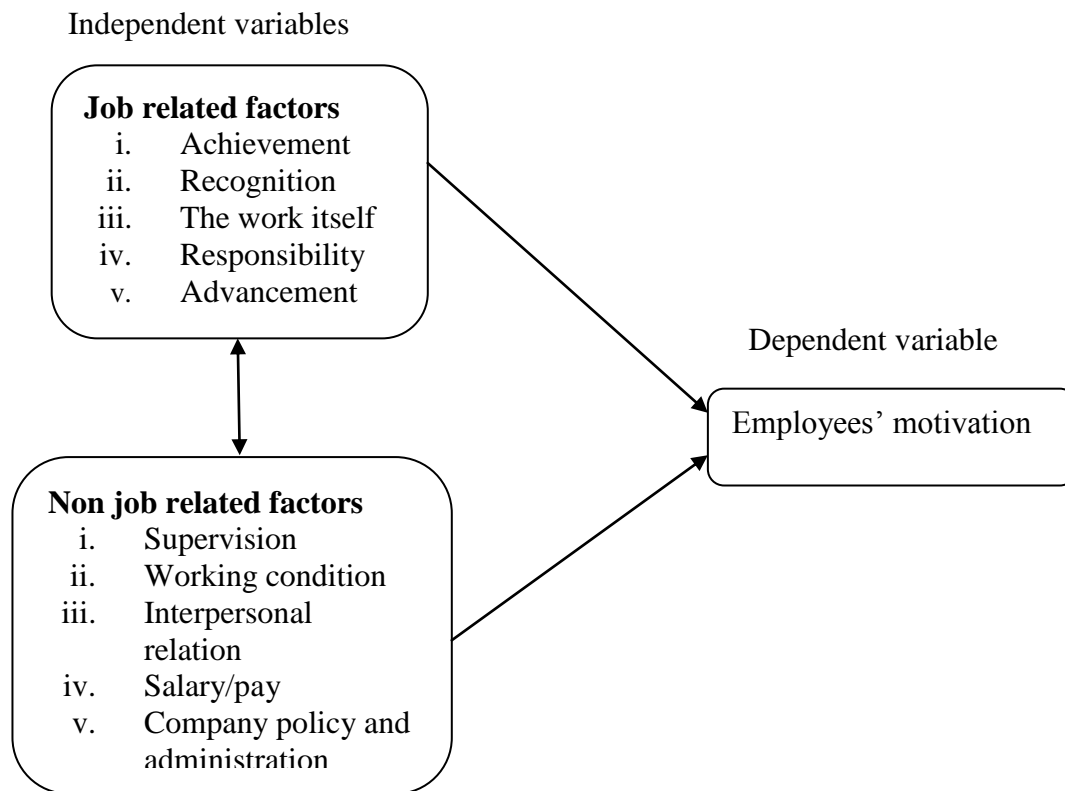
whether job related and non-job related factors can match employees' perception on the factors they consider being most important for their motivation.

Job related (intrinsic) factors also called job satisfiers include: achievement (the notion of getting ahead and succeeding), recognition (the state of being recognized or the acknowledgement of something as entitled to consideration), the work itself (being able to derive satisfaction from the job content), responsibility (feeling that the work is important and having control over one's own resources) and advancement; an act of moving forward or promotion in rank (Rutledge, 2008).

As already discussed non-job related (extrinsic) factors relate to behaviours aimed at attaining a reward or benefit rather than for the enjoyment of the job itself. These comprise supervision (directing or oversee the performance of operation of or to watch over so as to maintain order), working condition (the conditions in which staff work such as physical environment, degree of safety, noise levels and the like), interpersonal relation (close association between two or more people that may range in duration from brief to enduring), salary/pay(a fixed compensation periodically paid to a person for regular work or services), company policy (business' approach to a given issue such as forbidden behaviors, rights, and dispute procedures)as well as administration(an interpretation and implementation of the policy set by an organization characterized by control) and status; social or professional position of a person in relation to others (Deci, 1971).

The above factors are summarized in Figure 2.2. The top box shows the job related motivators while the one at the bottom displays non job related factors motivating employees. The box on the right side shows the outcome of the job related and non job related factors. Thus, job related and non job related factors form the independent variables for this study and the employees' motivation forms the dependent variable of the study. The top and bottom boxes present the independent factors while the box on the right hand side presents the dependent variable which is employees' motivation.

**Figure 2.2 Conceptual framework: Investigating factors motivating employees in organizations**



Source: Author (2014), based on Herzberg's Two Factor Model.

From Figure 2.2, employees' motivation is explained as an outcome of job related and non job related factors. The model assumes that employees are likely to be motivated by both job-related and non job-related factors.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents research methodology of the study. It covers research design, area of the study, population of the study and sample, sampling techniques, data collection methods, approaches to data analysis, validity of the study, reliability of the study and ethical considerations.

#### **3.2 Research design**

In accomplishing the study, case study research design was used. Yin (1994) defines case study as an empirical inquiry that investigates a contemporary phenomena within its real life context and examines a situation in which the boundaries between phenomena and context are not clearly evident. Gummesson (1988) argues that an important advantage of case study research is the opportunity for a holistic view of the pieces; and that the researcher could use this design to study many different aspects and examine the relationships between them and view the processes within the local environments. Case study design analyzes persons, events, decisions, periods, projects, policies, institutions, or other systems that are studied holistically by one or more methods (Thomas, 2011). It is a qualitative approach of study that enables a phenomena or a subject of interest to be explored in its natural setting (Yin, 1994). Case study was used in this study on the following grounds:

- i. It enabled a detailed investigation of the factors employees considered to be most motivating in their jobs.
- ii. Using in depth interview it enabled the study to capture the reality of employees' motivation and demotivation factors in a real job context of Airtel company and also the respondents own talk on the motivating and demotivating factors (Wilkinson, 2014).
- iii. Enabled the possibility of capturing differences in the perception of motivation and demotivation factors among the different ranks of staff at the case study organization.

### **3.3 Area of the study**

The study carried out at the offices of Airtel the multinational telecommunication service company, located in Dar es Salaam city. The following considerations led to the selection of this area of the study:

- i. Located in an accessible location that is also safe;
- ii. One of the private organizations in Tanzania with a reputation of attracting many job applicants;
- iii. Some managers of Airtel company had indicated an interest to welcome the investigator in their organization and even encouraging their subordinates to cooperate with the researcher during data collection. This offer was too good to turn down;
- iv. More importantly it provided the possibility of obtaining information to address the research questions given the presence of people who indicated willingness to work with the investigators.

#### **3.3.1 Organizational profile of Airtel Company**

Airtel Tanzania formerly Zain Tanzania Limited is one of telecommunication services provider which established in 2001. It primarily offers wireless communication and broadband services to business and individual customers. As of March 2011, the company had 8,440,040 wireless subscriptions with a market share of 30.8% (Philip, 2013). According to managing director Suni Colaso, in Tanzania, Airtel is the one of the largest mobile operators in the world in terms of subscriber base and has a commercial presence in 20 countries across South Asia and Africa. It is the world's second largest mobile telecommunications company by the number of subscribers, with over 275 million subscribers across 20 countries. In Tanzania, Airtel network covers all regions and has fastest speed internet of 3.75G (Airtel Company, 2014).

The purpose of Airtel company is not only business but also to contribute to the economy of the country and to improving wellbeing of communities. For example in Tanzania, Airtel has introduced a cross-network money transfer (Airtel money) service which allows customers to transact directly to their e-wallet. This service has helped rural population that have often been left out of the financial system due to cost and distance from urban

centres. With Airtel money, both banked and unbanked customers are able to take advantages of the Airtel network to make affordable, fast and secure financial transactions (Philip, 2013).

Further, Airtel company empowers the disabled to access modern huts Airtel Money in order to generate income to sustain their daily lives. Also Airtel Tanzania has launched solar powered technology in rural areas such as Mbawi, Idegenda and Kitemela in Kilolo district-Iringa region to reduce the number of sites that are not yet covered with electricity services. Airtel has also launched services that give their customers access to quick loans on their mobile phones via Airtel Money (Airtel Company, 2014).

### 3.4 Population of the study

Tayie (2005) defined study population as a group or class of subjects of interest for an investigation. The study population comprised employees that are categorised into two groups: the employees and the managers of Airtel Company. These two groups were involved in this study because of their potential to provide vital information which facilitated the analysis of the study problem. Table 3.1 summarizes the targeted study population.

**Table 3.1 Study population**

NO	Population category	Information sought
1	Employees	<ul style="list-style-type: none"> <li>• Job and non job related factors the employees find motivating.</li> <li>• Factors employees find most de-motivating.</li> <li>• Positive impact on performance to employees who are motivated.</li> </ul>
2	Managers	<ul style="list-style-type: none"> <li>• Job and non job related factors used to motivate employees</li> <li>• De-motivating factors the organization management encounters when motivating its employees</li> <li>• Approaches used to motivate employees in the organization.</li> </ul>

Source: Field work (2014).

### 3.4.1 The study sample

Study sample is defined as an essential that gives the researcher a manageable subset that can be used to study the entire population (Hani, 2009). Two categories of samples were employed in the study. The first category of sample was questionnaire sample. This involved sixty two employees who were randomly selected from the company's departments. The selection of sixty two questionnaire respondents followed the rough guide criterion for selection of the required sample with a view to generalizing inferences to the whole population. Literature, for instance, Rees (1989) indicates that a sample of at least thirty respondents is sufficient and can allow statistical analyses to be carried out.

The second category was interview sample selected purposively which included some managers of the company. As Kothari (2004) states interview samples should be small to facilitate in-depth investigation of the study problem. This is due to the fact that one cannot easily achieve a detailed investigation with a huge sample of interviewees. The interview sample was determined by the sample saturation principle in the sense that no further interviews were carried out when it became obvious that additional interviews did not generate new information. Thus sample saturation point was reached after interviewing eight interviewees (Patton, 2000). Hence the interview sample had eight interviewees. Table 3.2 summarizes both the interview and questionnaire samples. Overall, the study sample involved seventy (70) respondents.

**Table 3.2 Summary of the study sample**

Category of Respondents	Number of Respondents	Sampling technique	Data collection approach
1. Employees	62	Simple random sampling	Questionnaire
2. Managers	8	Purposive sampling	Interview
<b>Total</b>	<b>70</b>		

Source: Field work (2014).

### 3.5 Sampling techniques

Sampling is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representatives of the characteristics found in the entire group (Kombo & Tromp, 2006). Both random and non random sampling techniques were employed to select the sample during this study. Random sampling

technique was used to select questionnaire sample while non-random sampling technique was used to select the interview sample. The details of each technique are clarified below.

### 3.5.1 Random sampling

Random sampling is a way of selecting subjects in which every element in the population has an equal chance of being chosen (Sekaran, 2003). In this study, proportionate stratified random sampling was used to select a sample of sixty two questionnaire respondents. Two main stages were involved. Firstly, was to determine the sample size using rough guide selection that is 62 respondents. The second stage involved working out proportionate samples from selected departments of Airtel company to obtain a questionnaire sample of 62 respondents. 0.34 or (62/180) convention factor was used to work out the proportionate samples

**Table 3.3 Selection of the proportionate samples**

Department	No of employee	proportionate sample
Business enterprise	12	4.1
Customer care	20	7.0
Finance	24	8.2
Human resource	10	3.4
Information technology	14	5.0
Legal	16	5.4
Marketing	18	6.1
Network	25	9.0
Regulation and communication	20	7.0
Supply chain	21	7.1
<b>Total</b>	<b>180</b>	<b>62.3</b>

Source: Author (2014).

### 3.5.2 Non probability sampling

This sampling approach does not follow statistical logic required in quantitative analysis where each element of the population has an equal chance of being selected into the sample and that the resultant sample is representative of the population (Yin, 1994). Instead, non-probability sampling can be purposively convenient based on snowball principle (Mason, 1996). In this study, purposive sampling was used to select eight respondents who are the managers of the company from different departments that were interviewed. The interview respondents were selected based on their potential to provide

relevant information in relation to employees' motivation and what the company does to motivate employees. The data collection methods are presented next.

### **3.6 Methods of data collection**

The data gathering process involved primary and secondary sources of evidence. According to Leedy (1980), a combination of several methods improves reliability of the study. These methods are discussed below.

#### **3.6.1 Primary data collection**

The primary data are those which are collected afresh and for the first time by the investigator, and thus happen to be original in character (Kothari, 2004). The sources of primary data in this study were interview and questionnaire. These aspects are clarified below.

##### **(i) Interview**

Kombo & Tromp (2006) defined interview as a series of questions asked to the informants orally and the responses recorded. Interview differs from everyday conversation because it is meant to collect detailed information to address research questions (Patton, 2002). A semi-structured interview was used to collect data from eight managers of Airtel company in Dar es Salaam. Interview was used because of the following:

- i. To collect in-depth information from the interviewees with regard to employees motivation and approaches used by the company to motivate its employees
- ii. To gather the interviewees' opinions and experiences on job dissatisfies.
- iii. Literature (Patton, 2002) suggests that interview is the method of choice when a small sample of respondents is used. Thus a sample of eight managers warranted the use of interview.

This method enabled the researcher to understand the inner feelings of respondents about employees' motivation in their jobs. It allowed probes and prompts to be used to induce the respondents to provide even deeper insights on employees' motivation systems practiced by the company (Yin, 1994). An interview guide used is attached as Appendix 'B'.

## **(ii) Questionnaire**

Shuttleworth (2008) defined questionnaire as a method of choice when the investigator wishes to gather evidence from a large number of respondents. In this study, both open and close ended questionnaires were used (See Appendix A). The questionnaire was used to collect evidence, views on factors motivating and demotivating staff from 62 respondents selected from different departments of Airtel headquarter offices in Dar es Salaam Region.

However, questionnaire is susceptible to low response rate which can adversely affect the quality of study. Also, if poorly designed, a questionnaire can be misunderstood by respondents, leading to the collection of poor quality data (Bailey, 1994). Moreover, respondents may find the questionnaire too long to fill or lack interest to fill it. To minimize the above limitations a number of measures were taken including: avoiding using a too long questionnaire that would likely discourage the respondents, using simple terms to facilitate easy reading and understanding by respondents and clarifying the purpose of the study to the respondents to gain their trust and cooperation.

### **3.6.2 Secondary data collection**

Secondary data refers to data which have been collected and documented (Krishnaswami, 2002). Secondary data collection involved the review of selected documentary sources such as company compensation policy, minutes of workers council meetings, and departmental reports as well as online sources with a view to addressing the research problem concerning employees' perception on the factors they considered highly motivating and also factors they considered demotivating. Documentary data were used to complement data collected via interview and questionnaire. An approach to documentary review was cautious in the sense that documentary findings were not accepted at their face value. They were scrutinised for their validity using findings collected via interview and questionnaires (Shuttleworth, 2008). To overcome the problem of limited accessibility to required documentary sources from the company's administration, specific request for specific documents were made during interview sessions. This approach worked since all requested documents were made available to the researcher.

### **3.7 Data analysis methods**

Kumari (2002) defined data analysis as the act involving a number of closely related operations that are performed with the purpose of summarizing the collected data and organising them in such a manner that they yield answers to the research questions.

In this study, the data gathered were analysed by using quantitative and qualitative methods. Quantitative data collected via questionnaire and official statistics were classified, coded and entered into a spreadsheet and analyzed by using SPSS package 16 (Statistical Package for Social Sciences). This process produced useful statistics that helped to address the research questions. The data were checked to ensure they were free from avoiding errors and presented using relevant frequency tables (Rees, 1989).

Qualitative analysis involved the analysis of data collected via interview and documentary sources (Kothari, 2004). The analysis process entailed data cleaning, transcribing and coding the data into thematic patterns in relation to the research questions. The emerging meanings were assigned to the coded patterns of data with a view to answering the research questions (Yin, 1994). The qualitative data were presented verbatim that is using direct quotes with a view to capturing the respondents' own talk and experiences on the question of employees' motivation (Rees,1989).

### **3.8 Validity of the study**

Churchill (1996) defined validity as the extent to which the research accurately measures what it was intended and supposed to measure. It is about how sound the research is in terms of the methods, findings and conclusions. To ensure validity of the study in terms of trustworthiness of data and findings, all data collection methods and analysis were discussed by the researcher and supervisors during the proposal stage and all suggestions for improvement incorporated. A questionnaire was revised following initial responses provided by the respondents. A conceptual framework and analytical methods were discussed, shared with research experts of Mzumbe University to ensure their validity. Also, preliminary findings were discussed with peers and research experts at Universities of Mzumbe and Dar es Salaam and corrections made accordingly. Moreover, triangulation approach in data collection was used to improve the quality of data collected and also

findings and conclusion of the study (Patton, 2002). Further, to add to the validity of the study respondents own talk was presented using both narratives of their experiences on factors they considered motivating and demotivating in their jobs and also direct quotes of their statements are provided to in this report to preserve originality of the data and findings (Kothari, 2004).

### **3.9 Reliability of the study**

Kothari (2007) pointed out that reliability is the extent to which data collection process yields consistent results. Reliability relates to the consistency or dependability of a study. In order to achieve reliability of the study semi-structured interview and questionnaire were used in this study. Furthermore, research instruments (semi-structured interview and questionnaire) were reviewed and tested for completeness and relevance before being sent out to respondents. Their respective corrections were incorporated the instruments prior to the use in the field (Joppe, 2002). Also, to boost reliability of the study all recommended protocols for selection of study population, sample selection and data collection methods in relation to the research objectives and questions observed consistently (Yin, 1994).

### **3.10 Ethical considerations**

In research or any scientific investigation, ethics are important to all parties associated with research as they affect the rights of individuals and ultimately the quality of data obtained (Cooper & Emory, 1995). In this research, ethical considerations observed included; consent for participation in the research sought from all the respondents, the purpose and duration of the study were explained to the respective respondents, confidentiality and anonymity of the respondents were given due attention as required for ensuring respondents are not harmed by their disclosure of information, and promise was made that a copy of the research report would be available for them to read.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This chapter presents and discusses the results of the analysis of the data obtained from the field. The study investigated factors employees consider most important and likely motivate them most in their jobs. It also examined factors employees considered to be demotivating in their jobs. Specifically, the study was conducted to address three research objectives; the first objective was to examine factors employees find as most important and likely to motivate to perform, the second objective was to identify factors employees find to be most de-motivating at the case study organization, and the third specific objective was to investigate approaches used by the case study company to motivate its employees in their jobs. Demographic features of the respondents are presented first.

#### 4.2 Demographic characteristics of the respondents

This section presents respondents' demographic characteristics: sex, age, level of education and the length of service. These characteristics are important as they affect respondents' opinions and even experiences with regard to employees' motivation at their jobs.

##### 4.2.1 Sex of respondents

The respondents were members of staff in selected departments (See Table 3.3) and senior members of management of Airtel headquarters in Dar es Salaam city. The findings show that 54.3% was males while 45.7% was females. Table 4.1 summarises the findings.

**Table 4.1 Distribution of respondents by sex**

Sex	Frequency	Percent (o/o)
Male	38	54.3
Female	32	45.7
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Observation and questionnaire data, (2014).

The findings suggest that male respondents outnumbered female respondents by 9%. It can be inferred that even if the number of males was to some extent larger, the number of females was also significant (46%).

Thus one can conclude that the findings of this study came from the data provided by both male and female respondents at Airtel headquarters office in Dar es Salaam city.

#### 4.2.2 Age of respondents

The age of the respondents was categorized into four age groups; 18 – 30 years; 31- 40 years; 41- 50 years; and 50 years and above. Findings (See Table 4.2) show that those aged 31 to 40 years were the majority accounting for 51.5%, followed by age group 18 – 30 years. Compared to other groups, these two age groups constituted more than half of all respondents. This is partly attributed to the fact that the work force is composed of a higher proportion of people in age group 30-40 years. Overall the findings suggest that all respondents were adults capable of providing independent opinions on their motivation experiences at their work place.

**Table 4.2 Distribution of respondents by age**

Age group	Frequency	Percentage (0/0)
18-30 years	22	31.4
31-40 years	36	51.5
41-50 years	12	17.1
Above 50 years	0	0
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Interview and questionnaire data, (2014).

#### 4.2.3 Education level of respondents

The education levels of respondents were categorised into six levels in terms of their academic qualifications as depicted in Table 4.3. The study found that 32 respondents (45.7%) had bachelor degrees, and 18 respondents (25.7%) were diploma holders.

**Table 4.3 Respondents' educational level**

<b>Level of education</b>	<b>Frequency</b>	<b>Percentage</b>
Primary education		
Secondary education	2	2.9
Certificate	8	11.4
Diploma	18	25.7
Bachelor degree	32	45.7
Masters/ Postgraduate diploma	10	14.3
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Interview and questionnaire data, (2014).

These findings suggest that the majority of these respondents were sufficiently educated to make informed and independent assessment of their motivation at the work place.

#### **4.2.4 Respondents' length of service in the company**

The study findings indicated that 30 respondents (42.9%) had worked with the company between 1 to 3 years. This was the largest group in terms of respondents' length of service with Airtel followed by those (31.4%) who had worked with the company between 3 to 6 years, and (15.7%) that had more than six years of work experience at Airtel company Dar es Salaam. Table 4.4 indicates the respondents' length of service with Airtel.

**Table 4.4 Respondents' length of service**

<b>Length of service</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Between 6 months - 1 year	7	10
Between 1 to 3 years	30	42.9
Between 3 to 6 years	22	31.4
More than 6 years	11	15.7
<b>Total</b>	<b>70</b>	<b>100</b>

Source: Interview and questionnaire data, (2014).

The findings suggest that 90% of respondents had at least 1 year of work experience and therefore in position to share their opinions and experiences on motivation in the company.

### 4.3 Results and discussion of findings

This section presents the data collected and discusses the findings obtained in relation to the three research objectives of this study. The analysis is guided by the conceptual framework presented in Chapter Two that predicts the Herzberg's two factor theory of job and non job related factors as relevant to understanding the factors motivating and demotivating employees in the context of a developing country. The analysis starts with the first research objective and question through the last.

#### 4.3.1 Factors employees find to be motivating

The first objective of this study was to examine factors employees find as most important and likely to motivate to perform in their jobs. With respect to this objective, the first specific research question was *what factors the employees find most motivating in the case study organization?* The analysis of this research objective and question involved examining the job related factors and non job related factors and their potential to motivate employees.

##### 4.3.1.1 Job related factors employees find to be motivating

Consequently, respondents were asked to rate and rank the degree to which they were considered most motivating with the job related motivational factors derived from Herzberg's two factor theory. Data in Table 4.5 summarizes the findings on job related factors they were motivated with.

**Table 4.5 Respondents' responses with regard to job related factors**

<b>Job related factors</b>	<b>Rank</b>	<b>frequency</b>	<b>Percentage (%)</b>
Promotion/advancement	17	17	27.4
Employee performance	15	15	24.1
Recognizing the best employees	11	11	17.7
Training and development	9	9	14.5
Organizing special events	6	6	9.6
Organizing family days	4	4	6.4
<b>Total</b>	<b>62</b>	<b>62</b>	<b>100</b>

Source: Questionnaire data (2014).

Respondents were asked to identify factors they found most motivating in the case study organization. These factors are analyzed and discussed below.

**(i) Promotion/advancement**

The findings show that promotion was ranked the highest motivating factor in the company with (27.4%) of respondents. From the findings, most of the respondents reported that they were comfortable and perform better due to the fact that they are promoted at work from one post to another with the benefits accompanying their new posts be realised thus increasing production in the company as well as innovation.

With respect to promotion, aspects such as promoting with timely salary adjustments were the main concerns for employees' satisfaction in their job. Thus, it can be concluded from the findings that employees were most motivated with promotion and that young employees belonged to age group 18 to 30 and 31 to 40 were more motivated compared to the older ones.

The findings are supported by Leshabari<sup>1</sup>, Muhondwa, & Mwangi (2008) which mentions promotion of contributions of workers as among the key factors motivating employees in organisations.

**(ii) Employee performance and recognition**

Based on the questionnaire responses, fifteen respondents (24.1%) they regarded being able to perform their jobs better as highly rewarding and motivating. Also, with regard to recognition, eleven respondents (17.7%) replied that they were motivated with recognizing the best employee in the organization through issuing certificates as well as overtime payment. This was likely if they had conducive work environment characterized by an enabling office space, equipment, safety gear, effective communication system and also good leadership and cooperation among the employees. Thus, the findings show that majority of respondents were satisfied with recognition and employee performance.

Respondents' perceptions were also different in terms of the level of education. It was found that thirty two respondents with bachelor degrees were more motivated about recognition compared to eighteen respondents who had diploma and eight respondents who had certificate. This suggests that employees with higher levels of education were

more motivated compared with employees with minor levels of education qualifications. The possible explanation of this may be variation in terms of recognition which is determined by the employees' education qualifications and seniority whereby employees with bachelor's degrees have their salaries far higher than employees with diploma or certificate. These findings are also consistent with the findings by Davidson (2006) which mentions recognition and employee performance of contributions of workers as among the major factors motivating employees in organisations.

Further, the age of respondents also made some difference with regards to the recognition and employees performance as motivational factors. The findings show that thirty six respondents with age between 31 to 40 years were more satisfied about their recognition and employees performance as compared twenty two respondents who were between 18 to 30 years respectively. This findings is consistent with suggestion posited above that young employees are likely to be more satisfied with their job.

### **(iii) Training and development**

The third factor ranked as most motivating was employees training and development. Based on the questionnaire responses, nine respondents (14.5%) indicated that they were motivated with the way they are provided with opportunities for further training and development. The motivated respondents replied that they were provided with opportunities for further training through seminars, short courses and long term courses on their respective professions in order to be effective in performing. Thus, it can be concluded that majority (14.5%) of respondents were satisfied about the training and development in the company.

When motivation with training and development was related with the age of respondents, difference was observed among age groups whereby those aged between 18 to 30 and 31 to 40 years appear to be more motivated than those in advanced age cohorts. A possible explanation of this could be that employees at advanced ages were nearly retiring and therefore they are likely not to find training opportunities as necessary for their motivation, which is contrary to the employees at younger ages who still consider training and development as a must-to-see opportunity for advancement in their career.

With respect to the level of education of respondents, it was observed that slight difference existed between employees with diploma certificate (eighteen employees) and those with bachelor degree (thirty two employees). This suggests that they both categorise training and development as the necessary part of their professional advancement.

**(iv) Organizing special events and family days**

Based on the questionnaire responses, six respondents (9.6%) referred to organizing social events in terms of get together parties as motivating factor. Also, with respect to employee family days, four respondents (6.4%) replied that they were motivated with organizing family days. The motivated respondents proposed socialization through holding get together parties and family days as another important factor for motivation. They said through parties they get to know one another better in a more relaxed mood. Thus, the findings show that respondents were satisfied with organizing special events and family days.

Moreover, the age of respondents also made some difference with regards to the organizing special events and family days as motivational factors. The findings show that twenty two respondents with age between 18 to 30 years and thirty six respondents with 31 to 40 years were more motivated about the organization of get together parties and family days as compared to twelve respondents with 41 to 50 years.

The above findings signify that majority of the respondents filled questionnaire valued the different factors used by the company management in motivating employees and its contribution on performance.

In an interview held with one of the Airtel managers with regards to what factors employees would consider for their motivation, the following were found to support the above findings.

*Indeed the company has done a lot in motivating employees' in order to meet its goals. It always plays its role to make sure that all best employees from different departments are recognized by issuing certificates to make them happy and perform satisfactorily according to the set standards of the company (Interview responses May, 2014).*

This study findings are supported by the Herzberg's Two-Factor Theory which insists that among motivating factors which employer is ought to pursue include providing opportunity for advancement to the employees, recognizing the employees performance challenging / stimulating work and personal growth in a job are among of the pointed out methods for motivating employees.

Also, key informants from the senior management team of Airtel company pointed out that providing trainings purposefully for developing knowledge and skills to employees is one of the motivation factors. The main objective is to make employees happy and perform satisfactorily in their jobs so as to achieve the goals of the company. Also, the company aimed to retain their employees since they were facing competition from other mobile companies like Tigo and Vodacom. One of the managers confirms this finding when asked in an interview

*Technology telecommunications is changing rapidly hence there is a need to have regular training in order to coop with these constant changes in the field. Training increases professional confidence and effectiveness. So on job training is something one should not ignore as a very fundamental motivating factor. When one gets regular training makes one's skills up to date as opposed to obsolete (Interview responses May, 2014).*

Furthermore, results of interviews from members of the management team also pointed out that there are some factors used in motivating their employees, the company often promotes its employees in order to perform better in the organization. When asked about what factors used by the company to motivate its employees during an interview, one of the managers had this to say:

*It is quite demoralising for an employee to remain at the same post for many years without being promoted. Therefore, it is our culture to promote employees because they feel comfortable and perform better in the organization. He concluded by saying that promotion is a big factor for motivating employees (Interview responses May, 2014).*

A study conducted by Oluseyi & Ayo (2009) is consistent with the above findings. It shows that promotion, effective performance appraisal and good supervision style played a major role in motivating employees. Thus there is a great influence on performance when motivating employees in the organization.

#### 4.3.1.2 Non-job related factors employees find to be motivating

The study also identified several factors of non job related (extrinsic) and therefore consistent with Herzberg's Two Factor theory (See conceptual framework, Figure2.2). Here, the study focused on understanding the level of attentiveness of the respondents on the non job related factors used by the Airtel Tanzania in motivating their employees. Also, it sought to understand whether the focused factors used by the company had positive impact on the employee performance in the company.

**Table 4.6 Respondents' responses with regard to non-job related factors**

<b>Non-job related factors</b>	<b>Rank</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Salary/pay	15	15	24.1
Working condition	12	12	19.4
Rewarding the hard working employees	10	10	16.1
Interpersonal relationship	8	8	12.9
Administration and management	6	6	9.6
Provision of airtime	5	5	8.06
Overtime payment	3	3	4.8
Monthly bonus	3	3	4.8
<b>Total</b>	<b>62</b>	<b>62</b>	<b>100</b>

Source: Questionnaire data (2014).

##### (i) Salary/pay

Respondents were asked to rate the extent to which they found the selected non job related factors motivating. Salary/pay was almost suggested by respondents where it ranked the highest motivating factor in their jobs with 24.1% of respondents. Thus, the findings show that majority of respondents' ranked salary as top priority among the non job related factors. Respondent employees reported that their salaries were motivated and reasonable in relation to the cost of living and reflect their status as employees. Also, they reported that there was no delaying in salary adjustment once employees are promoted to higher grades.

A study conducted by McShane & Glinow (2005) is consistent with the above findings. It shows that an increase of salary would lead to the improvement of performance in any organization. Thus motivating employees is very important in getting them move in the

direction desired in order to achieve particular results and volunteer to do more than what is expected as well as becoming more successful than others.

**(ii) Working condition**

The above findings show that better working conditions were ranked the second with 19.4% of respondents emphasizing conducive work place was important for their work morale and motivation. To them a conducive work environment is one with transport facilities, good office furniture and well ventilated in their working place.

Respondents' perceptions were also different in terms of length of service. It was found that majority (42.9%) of respondents who had between 1 to 3 years of services were more motivated with compared to twenty two respondents (31.4%) who had between 3 to 6 years of service and 15.7% who had more than 6 years of service. It can be concluded from this findings that employees with short length of services were considered working conditions to be most motivating compared to the more experienced employees. Indeed, literature for instance Armstrong (2006) suggests that employees are likely to stay long at work places and motivated to work if they are provided with adequate supporting infrastructure such as good office space, that are well ventilated, with adequate light and fixed with all necessary appliances.

**(iii) Rewarding the hard working employee**

This was another motivating factor ranked the third that came out of the respondents. Based on the questionnaire responses, ten respondents (16.1%) replied that they were motivated with the rewarding the hard working employee as motivating factor.

Thus, the findings show that majority of respondents were satisfied with rewarding the hard working employee. The motivated respondents reported that there is a need to reward employees who shows outstanding performance at work. Any reward either monetary or any other will motivate the employees.

Further, respondents' perceptions were different in terms of the level of education. It was found that thirty two respondents with bachelor degrees were more motivated about rewarding compared to eighteen respondents who had diploma and eight respondents who had certificate. This suggests that employees with higher levels of education were more

motivated compared with employees with minor levels of education qualifications. These findings are consistent with the findings by Nohria & Groysberg, (2008) which mentions the rewarding system as issues contributing to motivated employees in organisations.

**(iv) Interpersonal relationship and administration**

Based on the questionnaire responses, eight respondents (12.9%) replied that they were motivated with good interpersonal relationship as a motivating factor among employees in the company. With respect to administration and management, six respondents (9.6%) replied that they were motivated with management and administration. Those motivated referred to good relationship and democratic style of leadership used by Airtel managers that involves employees in decision making.

Findings further show that there were some difference views on respondents' motivation about interpersonal relationship and administration of employees with respect to education level of respondents. Employees with bachelor degree were somewhat more motivated (53%) than employees with diploma certificate (30%). This suggests that both employees with diploma certificate and those with bachelors' degree almost equally cared about the interpersonal relationship and administration styles deployed by their leaders because they affected their wellbeing. The literature for instance Forsyth (2000) shows that the kind of management styles employed in an organization may certainly affect the ease with which employees may be motivated or demotivated in the organization.

**(v) Provision of airtime and overtime payment**

The findings show that five respondents (8.06%) replied that they were motivated with the provision of airtime as motivating factor. Also, with regard to overtime payment, three respondents (4.8%) replied that they were motivated with. Thus, the findings show that some of the respondents were also motivated with provision of airtime and overtime payment system in the organization. The motivated respondents pointed out that due to workload sometimes have to work for extra hours where they paid extra duty allowances. Also be motivated through being given airtime for their official and private communication.

The age of respondents also made some difference with regards to the provision of airtime and overtime payment as motivational factors. The findings show that thirty six respondents with age between 31 to 40 years were more motivated with provision of airtime and overtime payment system of the organization as compared to twelve respondents who were between 41 to 50 years respectively. This findings concludes that young employees are likely to be more motivated with their job

In an interview held with one of the managers with regards to what are the most important factors employees would consider for their motivation, the following were found to support the above findings

*Rewarding system and employee welfare are the potential factors for motivating employees in our company because they reflect the progress and achievement of the organization. The spirit of rewarding the best performer motivates not only the recipient but also the ones who did not rewarded at that time. It really works and it sends a strong message among employees (Interview responses May, 2014).*

The findings are also consistent with the findings by Khan, Farooq & Ullah (2010) which investigated the relationship between rewards and employee motivation in commercial banks of Pakistan that rewarding the hard working to employees would indicate that they were appreciated within the company. Rewarding the best performer was an indicator to employee of how important he or she is perceived to be within the organization.

Further, results of interviews from members of the management team also revealed that competitive salary was one of the main factors when it comes to motivate employees. This can be attributed to the statements of the Head of Human Resources Department when he remarked:

*We know salary is the right of all employees but we have always provided competitive salaries and monthly bonus as a way to motivate them particularly those who perform very well.*

He further stated that,

*If one is provided with competitive salary, even job satisfaction will be realise thus increasing production in the company as well as innovation (Interview responses May, 2014).*

These findings are supported by Mossbarger and Eddington (2003) that salary/wage, would indicate that employees were valued within the organization. Also increasing bonus to employees was important for the side of financial motivation. The absence of salary increase or bonuses could be a strong de- motivator, primarily because people use money as a scorecard to measure their achievement.

Therefore, as depicted in Table 4.8 the statistics indicate that majority of the respondents appreciated the non job related factors used by the company management in motivating employees and its contribution in the organization performance and success. However, the company should innovative in finding a way to motivate the remaining employee at the same time maintaining motivation level of motivated employees

#### 4.3.2 Demotivating factors

The second research objective of this study was to identify factors employees find to be most de-motivating in the case study organization. The accompanying research question was: *are there any factors the staff find de-motivating at their work place? What are they?* To address this research question, employees were filled questionnaire to give their opinions on the factors the staff find most de-motivating at their work place. Table 4.7 below illustrates the findings.

**Table 4.7 Responses on factors de-motivating employees in their jobs**

<b>Challenges</b>	<b>Rank</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Lack of enough training and development opportunities	15	15	24.1
Lack of enough appreciation of employees' contributions and effort	11	11	17.7
Unfair impractical performance appraisal	10	10	16.1
Management and administration	9	9	14.5
Low pay; favouritism	9	9	14.5
Lack of promotion opportunities	8	8	12.9
<b>Total</b>	<b>62</b>	<b>62</b>	<b>100</b>

Source: Questionnaire data (2014).

The findings indicate that the bigger number of respondents in Airtel-Tanzania was aware of different de-motivating factors in the organization. These included:

**(i) Lack of training and development opportunities**

Respondents were asked to identify factors would like demotivate them at their work place. The above findings show that lack of training and development opportunities ranked the highest demotivating factor with 24.1% of respondents. With respect to lack of training and development opportunities the demotivated respondents claimed that they were hardly provided with opportunities for further training even when they had applied for further training at their own expenses.

Some differences in perceptions were also found with respect to respondents' age. For example, the findings show that majority of respondents (twenty two respondents) aged between 18 to 30 and (thirty six respondents) aged between 31 to 40 were more demotivated with training and development opportunities as compared to the 41-50 who were only twelve respondents. Thus, the findings show that majority of the respondents were dissatisfied with training and development opportunities as demotivating factor at their work place.

**(iii) Lack of appreciation of employees' contributions and effort**

Based on the findings, lack of appreciation of employees' contributions and effort was ranked the second demotivating factor with 17.7% of respondents in the organization. The demotivated respondents reported that lack of appreciation of employees' contributions and effort such as recognizing the best performer in the company discouraged employees performance at their work place.

Some differences in perceptions were also found with respect to respondents' age. For example, the findings show that majority of respondents (twenty two respondents) aged between 18 to 30 and (thirty six respondents) aged between 31 to 40 were more dissatisfied with limited finances as compared to the 41-50 who were only twelve respondents. Thus, the findings show that majority of respondents were dissatisfied with limited finances as demotivating factor at their work place.

**(iv) Unfair impractical performance appraisal**

This was ranked the third with 16.1% of the respondents. They mentioned unfair impractical performance appraisal by the organization demotivates employees who show

outstanding performance in their jobs. The employee development requirements established performance appraisal is never financed and also no action to provide the missing toolbar equipments. At times performance appraisal may indicate better guidance that could improve an employee's performance. But this may cru-time to be in short or supply. It may as well be a case that the employees lack knowledge or how to act performance appraisal targets or end up setting goals that are not achievable. This failure can lead to frustration and hence less work morale or demotivation.

Respondents' perceptions were also different in terms of the level of education. It was found that eight respondents with certificate were more demotivated about the unfair impractical performance appraisal compared thirty two respondents who had bachelor degrees. This suggests that employees with higher levels of education were less demotivated compared with employees with minor levels of education qualifications. The possible explanation of this may be variation in terms of their job status which is determined by the employees' education qualifications and seniority whereby employees with bachelor's degrees and above have high rank than employees with diploma or certificate

#### **(v) Poor management and administration**

This factor was used to assess the extent to which employees were found demotivating with the management and administration at their work place. Based on the findings, nine respondents (14.5%) replied that they were demotivated with management and administration in the organization. Those dissatisfied referred to autocratic style of leadership used by the managers and also lack of involvement of employees in decision making.

Findings further show that there was a slight disparity on respondents' de-motivation about management and administration of employees with respect to education level of respondents. Employees with certificate (11.4%) and diploma (25.7%) were somewhat more demotivated than employees with bachelor degree (45.7%). This suggests that employees with certificate, diploma, and those with bachelors' degree were dissatisfied with management and administration styles deployed by their leaders because they affected their wellbeing. The literature for instance Forsyth (2000) shows that the kind of

management styles employed in an organisation may certainly affect the ease with which employees may be motivated or demotivated in organisation.

**(vi) Favouritism and lack of promotion opportunities**

The findings show that nine respondents (14.5%) were demotivated with favouritism within the company. The demotivated respondents claimed that some employees are favoured in terms of pay and training opportunities from different departments. They have been favoured through their relatives or friends who are senior managers. With regard to lack of promotion opportunities, eight respondents (12.9%) replied that they were not comfortable the manner promotion opportunities are provided.

Respondents' perceptions were also different in terms of the level of education. It was found that eight (11.4%) respondents with certificate and eighteen (25.7%) respondents with diploma were more demotivated with favouritism and promotion opportunities as compared to thirty two (45.7%) respondents who had bachelor degree.

This suggests that employees with low levels of education such as certificate and diploma are not likely to be favoured and promoted compared with employees with high levels of education qualifications.

The findings are consistent with the findings by Oluseyi and Ayo (2009) on motivation challenge for oil and gas companies in Nigeria. He revealed that among the de-motivating factors which faced the organization in motivating their employees were how to implement good performance appraisal, lack of promotion and poor supervision style. This study concluded that although money was important in a competitive market environment, non-monetary factors also played a major role in motivating oil and gas employees.

Also, key informants from the members of management team also confirmed that lack of training and development opportunities as well as lack of appreciation of employees contributions and effort were among of the main factors when it comes to the factors demotivate employees. This can be attributed to the statements of the Head of Human Resources Department when she remarked:

*Lack of enough regular training and appreciation of employees' contribution seem to be a challenge in the organization. This is because some employees claim that the company does not appreciate their performance even if they perform better. Other claim that are not provided with opportunities for further training through seminars, short courses or long term courses on their respective professions so as to be effective in performing.*

She further stated that,

*However, the company appreciates the employees' contributions and effort by recognizing the best employee through promotion, issuing certificate and overtime payment. Also some employees have been provided with trainings to increase professional, confidence and effectiveness in their jobs (Interview responses May, 2014).*

Further, in an interview with the directorate of human resource management, the following was said:

*Though the company has made strategies to address demotivating factors to encourage a performance culture, among other issues de-motivating employees include: unfair impractical performance appraisal and feedback, lack of enough appreciation of employees contribution and training opportunities, lack of participation in decision-making processes, and a general lack of concern for workers welfare by the Airtel management (Interview responses May, 2014).*

This quote gives a message that there are some dissatisfying factors that discourage employees' performance in their jobs. Therefore, the company should to put in place strategies to address dissatisfying factors and ensure the motivation packages offered are sustainable.

In addition, results of interviews from members of the management team also showed that de-motivating employees was one of the challenging tasks as it leaves a lot behind. One of the managers commented the following during interview:

*Sometimes there are feelings that some of the employees are not valued. When one employee in the section is rewarded for hard work, others may become demoralized on grounds that they are not valued. However, we keep them informed and educate them the whole notion of employees' rewards and motivation (Interview responses May, 2014).*

The above findings imply that the efforts of motivating employees by the Airtel-Tanzania had a number of challenges to address. Therefore, management should play an active and continuous role in managing on site motivational processes. Employee's desired outcomes should be tied to performance and management should focus on eliminating performance obstacles.

### 4.3.3 Approaches used to motivate employees in the company

The third research objective of this study was to investigate approaches used by the company to motivate its employees in their jobs. With respect to this objective, the specific question was *what approaches are used to motivate employees in the case study organization?* To address this research question, some managers of Airtel company were interviewed to give their opinions on what approaches they considered to be made by the company to address demotivational factors employees encountered. Table 4.9 shows a summary of responses on approaches made by the company management in addressing employees' demotivational factors.

**Table 4.8 Responses on approaches used by company to motivate employees**

Respondents	Findings
Managers	<ul style="list-style-type: none"> <li>• Regular staff meeting</li> <li>• Organizing special events and family days by the company</li> <li>• Incentives and bonus</li> <li>• Effective communication</li> <li>• Provision of air time</li> <li>• Provision of overtime payment</li> <li>• Attending employees' problems.</li> <li>• To increase employees' salaries</li> <li>• Training to managers and employees</li> <li>• Recognizing on employees' performance</li> <li>• Involving employees in decision making process</li> <li>• Fringe benefits to employees.</li> </ul>

Source: Interview findings (2014).

From the respondents, it was noted that among major approaches used by the management in motivating employees included: organizing regular staff meeting, increasing employees' salary, provision of overtime payment and airtime, attending employees problems, organizing special events and family days by the company, employee recognition, and employee involvement in company decision making process, incentives

and bonuses to the employees as well as establishing effective communication between management and employees and between employees themselves.

During the discussion held with respondents from Airtel Tanzania, it was noted that among major approaches used by the management in motivating their employees included: provision of good salary, organizing regular in-service training to all employees, employee recognition, employee involvement in company decision making process, organizing family days by the company, incentives and bonuses to the employees establishing effective communication between management and employees and between employees themselves. 5 group members out of 8 respondents revealed that the most common factors of motivating employees were provision of incentives and trainings. 3 respondents agreed that family days organized by the company and effective communication had played the key role in motivating employees as well as improving their performance.

To capture information on different approaches used by the company in motivating employees and subsequently improving performance, key informants from the senior management team of Airtel pointed out that in motivating their employees, the company provided competitive salaries and other fringe benefits to their employees. The main objective was to make employees happy and perform satisfactorily according to the set standards of the company. Also, it aimed to retain their employees since they were facing competition from other mobile companies like Tigo and Vodacom.

Further, results of interviews from members of the management team also showed that demotivating factors seem to be a challenge in the organization, but there are some approaches used to address these de-motivating factors. One of the managers commented the following during interview:

*In fact, there are some factors that can de-motivate staff as they can really discourage them to work hard in the company, one of which is weak performance appraisal. However, the company has addressed this problem by providing training to both managers and employees so as to be effective in performing their given activities, recognizing and involving employees in company decision making process (Interview responses May, 2014).*

As a way also to reduce employees' problems and motivate them to perform, the company also sought to increase employees' salaries in every year as one of the strategy for poverty reduction in Tanzania (URT, 2001). Another Airtel official when interviewed about whether there are any approaches made by the company to address employees' problems had said that:

*We have always increased salaries and monthly bonus as a way to motivate them in their jobs particularly those who perform very well. Also, due to work load sometimes our employees have to work for extra hours and are paid extra duty allowances (overtime payment) in the company. Not only that, but also we motivate them through giving airtime for their official and private communication. If one is provided with good salary, monthly bonus, overtime payment and airtime even job satisfaction will be realise thus increasing production in the company (Interview responses May, 2014).*

Also, to confirm these perspectives of managers, employees were filled questionnaire to give their opinions on what approaches they considered to be made by the company management in addressing demotivational factors they encountered. The study findings indicated that 43(69.3%) of the respondents understood different approaches (See Table 4.9) used by the company management to address those demotivating factors. They pointed out an increase of reasonable salary, provision of airtime and overtime payment, organizing regular in-service training to employees, employee recognition, employee involvement in company decision making process, organizing special events and family days by the company, incentives and bonuses to the employees, establishing effective communication between management and employees and between employees themselves. 14(22.5%) of the respondents had no idea on any approaches used by the company management in addressing these motivational challenges. 5(8.06%) of the respondents did not understand what the question.

**Table 4.9 Approaches used to motivate employees**

<b>Approaches used by management in addressing demotivating factors</b>	<b>Frequency</b>	<b>Per cent</b>
Yes	43	69.3
No	14	22.5
I don't know	5	8.06
<b>Total</b>	<b>62</b>	<b>100</b>

Source: Questionnaire findings (2014).

The study findings are supported by Skibba (2002) that the management of people at work is an integral part of the management process. There was a need for management and employers to have a clear understanding of the human nature and what actually motivated employees. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not look to capital investment, but to employees, as the fundamental source of improvement. An effective organization will make sure that there is a spirit of cooperation and sense of commitment, employee recognition and involvement in company decision making process and satisfaction within the sphere of its influence.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

In this chapter, a summary for the study is presented and the conclusion is drawn based on the findings presented and discussed in the previous chapters. This is followed by recommendations for the study based on the findings and areas for further study.

#### 5.2 Summary of the study

This study was about the factors for employees' motivation in the private sector. Specifically the study aimed at examining factors employees find as most important and likely to motivate to perform; identify factors employees find most to be demotivating and also to investigate approaches used to motivate employees at this case study organization. Literature review on the study was extensively done thus discovering important aspects related to the study.

Case study research design was used, employing both primary and secondary techniques of data collection during the study in order to answer the following research questions:

- (i) What factors the employees find most motivating in the case study organization?
- (ii) Are there any factors the staff find most de-motivating at their work place? What are they?
- (iii) What approaches are used to motivate employees in the case study organization?

Thus, to answer the above research questions, data were collected and analyzed by using various statistical techniques such as percentages and frequency distribution. The qualitative data were also edited, coded and arranged into themes.

From the analysis of data collected, the findings of the study show that both job related and non job related factors were considered as important in employees' motivation. These aspects are clarified below.

With regards to the research question of the study, what factors the employees find motivating at this case study organization? According to the study findings revealed that respondents knew job related factors used to motivate employees by the company. They pointed out that promoting employee, effective employee performance based on recognizing the best employees through issuing certificates. Also, getting ahead in performing a given task as well as providing trainings and development were the job related factors used by Airtel company to motivate employees. On employee's satisfaction with regard to the job related factors used by the company to motivate them, the study findings indicated that most of the respondents were satisfied with the job related factors used by the company to motivate them.

The respondents also identified non job related factors employees find motivating. The findings revealed that employees are highly motivated to their jobs. Respondents described non job related factors which used to motivate employees by the company. They pointed out that reasonable salaries in relation to the cost of living, good working condition, overtime payment, rewarding the hard working employee, provision of air time, attending employees' problems and other fringe benefits to their employees were non job related factors used by the organization to motivate its employees. Other mentioned factors included the issue of monthly/annual bonus, organization parties on regular basis and status were the methods used by Airtel company. This is due to the fact that there are high rates of satisfaction in improving employee performance. Majority of the respondents had knowledge on the role of motivation in improving performance.

With respect to the second research question of the study, factors employees find to be most de-motivating at their work place were also examined so as to investigate the knowledge of the respondents on different de-motivating factors in the organization.

The findings revealed that the respondents showed the understanding of different de-motivating factors in the organization. They pointed out some challenges as factors that de-motivating employees: lack of enough training and development opportunities, lack of enough appreciation of employees' contributions and effort, unfair impractical performance appraisal by the organizations, poor management and administration style from their supervisor, favouritism and lack of promotion opportunities.

The study in the third research question also wanted to investigate different approaches made by the company management to address employees' de-motivational factors. The findings, from the questionnaire conducted with the Airtel employees, and the review of the company documents reveal that company management has been making some approaches to address employees demands for their upkeep; these entail organizing regular in-service training to all employees, regular staff meeting, employee recognition, employee involvement in company decision making process, organizing family days by the company, incentives and bonuses to the employees as well as establishing effective communication between management and employees and between employees themselves. Therefore the findings imply that the efforts of motivating employees by the Airtel-Tanzania had a number of challenges to address.

### **5.3 Conclusions of the study**

The study makes the following conclusions based on the above summary of the findings of the study:

Based on the analysis and discussion, it is concluded that motivating employees leads to better performance and job satisfaction to the employees. Thus the organization will in turn realize more profit.

A most significant conclusion of this study is that the findings overwhelmingly support Herzberg's Two Factor Theory because the respondents (employees) considered both intrinsic and extrinsic motivations as important for their job performance and wellbeing. However, the findings challenge Herzberg's suggestion that lowering intrinsic motivations would not decrease staff motivation. On the contrary, as this study confirms via questionnaire responses that employees considered both intrinsic and extrinsic motivation as equally important in the sense that absence of any of two categories would certainly depress the employees or lead to their job dissatisfaction and hence de-motivation to perform.

## **5.4 Recommendations**

Based on the findings, discussion and the conclusion of this study, the following recommendations were provided for the further improvement of the performance with the company.

First, both employees and managers in the Airtel-Tanzania should keep in mind that both organization and individual goals in the working environment are inseparable. Therefore, both should play their role so that at the end of the day, each goal is realized.

Second, other incentives geared to employees motivation need to be sought by the organisation apart from monetary one to ensure the highest degree of motivation to the employees. They should look on how to improve training and development opportunities, working environment of the company. Also payment of bonuses, rewarding the hard working employees, regular staff meeting, organizing special events and family day's celebration on regular basis, promoting employees as well as reasonable salaries in relation to the cost of living should be reviewed on the regular basis.

Third, the company should put in place strategies to ensure the motivation packages offered are sustainable. It also should be innovative, investigate and address the factors reported in this study as demotivating employees in their jobs.

Fourth, establishing effective communications between the employees and the management and getting feedback from their jobs is vital in maintaining motivation for the achievement of higher goals.

Lastly, there should be an introduction of a reward system to commensurate with the performance, improved communication at all levels, and introduction of measures to demonstrate concern for the workers' welfare.

## **5.5 Areas for further research**

The study suggests the following as areas for further studies:

- (i) The study covered only Dar es Salaam city, Tanzania which investigated the factors for employees' motivation in the private sector. Therefore, further similar research

is required to investigate other organizations including public organizations in order to get different perception and results which will compliment the findings of the current study.

- (ii) There is a need for the comparative analysis on the motivation mechanisms used by different organizations in motivating their employees and their effects on organizational performance.
- (iii) The study was based on the Herzberg Two Factors Model in identifying factors motivating employees most, thus, further studies can be conducted in an attempt to explore the applicability of other theories of motivating individuals, Maslow's hierarchical needs to motivating employees in organisation in the context developing countries, Tanzania inclusive.

## REFERENCES

- Agarwal, R.D. (1982). *Organization and management*. New Delhi, India: Tata McGraw-Hill Publishing Company.
- Ajang, P. E. (2007). *Assessing the role of work motivation on employee performance*: Master degree thesis, Umea University, Sweden, retrieved September, 2013 from <http://umu.divaortal.org/smash/record.jsf?searchId=1&pid=diva2:140549>
- Antony, B. (2011). *How to improve motivation*. London: Antony Bagshawe and Ventus publishing.
- Armstrong, M. (2007). *A Handbook of employee reward management practice*. London, United Kingdom: Kogan Page Publishers.
- Armstrong, M. (2009). *Armstrong's handbook on human resources management practice*. London: Kogan Page Ltd.
- Bailey, K.D. (1994). *Methods of social research*. (4<sup>th</sup> ed.). New York: The Free Press.
- Banerjee, M. (1995). *Organization behavior*. New Delhi, India: Allied Publishers Limited.
- Carrel, E., & Dittrich, G. (1978). *Equity: theory and research*. Allyn and Bacon, Inc
- Chopra, S. (2002). *Motivation in management*. New Delhi, India: Saruj & Sons Publishers.
- Churchill, G. A. (1996). *Marketing research*. (3rd ed.). Orlando Florida, The Dry Den Press.
- Cooper, D. & Emory, P. (1995). *Business research methods*. (8<sup>th</sup> ed.). London: McGraw-Hill.
- Davidson, E. (2006). *The Pivotal role of teacher motivation in Tanzania*. Dar es Salaam: HakiElimu Working Paper Series.

- Deci, E.L. (1975). *Intrinsic motivation*. New York: Plenum Press.
- Donnelly, J., Gibson, J., & Ivancevich, J.M. (1995). *Fundamentals of management*. (9<sup>th</sup>ed.). Chicago: Irwin.
- Dubrin, J. A. (2009). *Essentials of management*: South-Western: United States of America.
- Dzimbiri, L.B. (2009). *Organization and management theories: An African Focus*
- Forsyth, P. (2000). *How to motivate people*. London, United Kingdom: Kogan Page Ltd
- Eshun, C., & Duah, F. (2010). *Rewards as a motivation tool for employee performance*. Master's Thesis in Business Administration.
- Gawel, J. E. (1997). *Herzberg's theory of motivation and Maslow's hierarchy of needs: Practical assessment, research & evaluation*, 5 (11). Retrieved February, 2014 from the World Wide Web [http:// PAREonline.net/getvn.asp?v=5&n=11](http://PAREonline.net/getvn.asp?v=5&n=11).
- Gill, D., & Stone, R. (2010). *Fairness and desert tournaments*. Games and economic behaviour.
- Gravetter, F. J., & Forzano, L. B. (2009). *Research methods for the behavioural sciences*, United States of America: Wadsworth.
- Griffin, E. M. (2011). *A First look at communication theory*. USA: McGraw-Hill College.
- Guerrero, Andersen & Afifi. (2007). *Communication in relationships: Close encounters*. Sage Publication, Inc.
- Gupta, C.B. (2011). *Management theory and practice*. India: Sultan Chand and Co.
- Hani (2009). *Sample group*. Retrieved December 10<sup>th</sup>,2013 from the worldwide web <http://explorable.com/sample-group>.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). *The Motivation to work*. New York: John Wiley.

- Huseman, R., Hatfield, J., & Miles, W. (1987). *A new perspective on equity theory*. The equity sensitivity Construct: Academic of management review. University of Wisconsin.
- Joppe, M. (2000). *The research process*. Retrieved February 25<sup>th</sup>, 2015 from <http://www.ryersm.ca/~mjoppe/rp.htm>.
- Khan, U., Farooq, S., & Ullah, I. (2010). *The Relationship between rewards and employee motivation in commercial banks of Pakistan*. Research journal of International studies - Issue 14.
- Kombo, D.K. & Tromp, D. L. (2006). *Proposal and thesis writing; An introduction*. Nairobi: Pauline Publications.
- Koontz, H., & Weihrich, H (2007). *Essentials of management: An International perspective*. New Delhi, India: Tata McGraw-Hill Company.
- Kothari, C.R. (1990). *Research methodology: Method and techniques*. (2<sup>nd</sup> ed). Wishwa Prakashan: New Delhi.
- Krishnaswami, O.R. (2002). *Methodology of research in social sciences*. Delh: Himalaya.
- Kumar, A. (2002). *Research methodology in social sciences*. New Delhi, India: Sarup and Sons Publications.
- Lam, S. Y., & Tang, C. H. (2003). *Motivation of survey employees in projects*. *Journal of geospatial engineering*, Vol. 5, No.1, pp..61-66.
- Leshabari1, T.M. Muhondwa, P.Y., & Mwangu, M.A. (2008). *Motivation of health care workers in Tanzania: A Case Study of Muhimbili National Hospital*, *East African Journal of Public Health*, Volume 5.
- Lindner, J. R. (1998). *Understanding employee motivation*. *Journal of extension* 36(3):1-8. Retrieved August 2, 2013: <http://www.joe.org/joe/1998june/rb3.html>.

- Marczyk, G., De Matteo, D., & Festinger, D. (2005). *Essentials of research design and methodology*. John Wiley and Sons Inc: New Jersey.
- Maslow, A. (1954). *Motivation and personality*. New York: Harper & Row.
- McClelland, D. (1988). *Human motivation*. Cambridge University Press.
- McClelland, D., & Burnham, D. (1977). *Power is the Great Motivator*. Harvard Business Review, 1977, 2001.
- McClelland, D.C. (1973). *Testing for competence rather than intelligence*. *American psychologist*, 28(1), pp 1–14.
- McShane, S. L., & Von Glinow M., A. (2005). *Organization behaviour*. (3<sup>rd</sup> ed.)The McGraw Hill companies: New York.
- Messick, D., & Cook, K. (1983). *Equity theory: psychological and sociological perspectives*. Praeger.
- Mossbarger, M., & Eddington, J. (2003). *Methods for motivating employees*. presentation paper. Weber State University
- Mouton, J., & Marais, H. (1996). *Basic concepts in the methodology of the social sciences*. South Africa: HSRC Publishers.
- Mullin, L. (2002). *Management and organizational behaviour*. (6<sup>th</sup> ed.). Pitman publishing co: United Kingdom.
- Mutahaba, G. (2005). *Pay reform and corruption in Tanzania's public service*. Paper presented at the Seminar on Potential for Public Service Pay Reform to Eradicate Corruption among Civil Servants in Tanzania, Dar es Salaam: Public Service Management.
- Naidu, S. P. (2005). *Public administration: concepts and theories*. New Delhi, India: New Age International Publishers.

- Ofoegbu, F.I. (2004). *Teacher motivation: A factor for classroom effectiveness and school improvement in Nigeria*. *College Student Journal*, 38 (1).
- Nohria, N., & Groysberg, B. (2008). *Employee motivation: A Powerful New Model*, *Harvard Business Review*, July–August, 2008.
- Oluseyi, S.A and Ayo H. T (2009). *Motivation: A Challenge for oil and gas companies*, in some selected industries in Ibadan, Oyo State, Nigeria. *European journal of economics, finance and administrative sciences: ISSN 1450-2275 Issue 16*
- Patton, M. N. (2000). *A guide to using qualitative research methodology*. Retrieved January 9 2014 from [http://www.pattonmn.com/upm\\_data/13172\\_Chapter4.pdf](http://www.pattonmn.com/upm_data/13172_Chapter4.pdf).
- Philip, J.T (2013). *Bharti Airtel may merge India & Africa operations by mid 2014*–*Economic times*. [Economictimes.indiatimes.com](http://economictimes.indiatimes.com).
- Phillips, S., & Bazley, J. (2007). *Motivation clinic. Promotions and incentives*. London: S6-S8.
- Prasad, L. M. (2007). *Principles and practice of management*. New Delhi: Sultan Chand and Sons Educational Publishers.
- Randhawa, G. (2007). *Human resources management*. New Delhi, India: Antlic Publishers.
- Robert, A. H. (2012). *Corporate valuation and takeover*. Exercises ventus publishing.
- Robertson, I. T & Cooper, L. (1983). *Human Behaviour in Organizations*, Macdonald and Evans, Plymouth.
- Robson, I.E (2004). *The implication of adequate motivation on workers' productivity in an organization*: Unpublished PhD Thesis, St. Clements University
- Rutledge, L.S. (2008). *Motivation and the professional: African American woman*. United States of America: Author House Publishers. Sekaran, U. (2003). *Research methods for business: A skill building approach*. New Jersey: John Wiley.

- Shuttleworth, M. (2008). *Different research methods*. Retrieved May 20, 2013 from <http://explorable.com/different-research-methods>.
- Sitta, M. (2006). *Key policy choices in secondary education in Africa: Challenges seen from different perspectives, the case of Tanzania*. Retrieved 23 February, from the World Wide Web <http://www.lins.no/events/NPEF06> Presentations /Minister%20Tanzania,%20Margareth%20Sitta.ppt
- Skibba, J.S. (2002). *Personality and job satisfaction: An investigation of central Wisconsin fire fighters: Interactions between personality and various factors at a local fire department*, Master of Science Degree in Applied Psychology, University of Wisconsin-Stout.
- Tayie, S. (2005). *Research methods and writing research proposals*. Cairo: CAPSCU Publisher.
- Traupmann, J. (1978). *A longitudinal study of equity in intimate relationships*. Unpublished doctoral dissertation. University of Wisconsin.
- Thwala, D.W., & Monese, N.L. (2008). *Motivation as a tool to improve productivity on the construction site*. University of Johannesburg: Johannesburg.
- Tulsian, P.C., & Pandey, M. (2008). *Business organization and management*. New Delhi, India: Pearson Education.
- United Republic of Tanzania. (1995). *Educational and training policy*. Dar es Salaam: The Ministry of Education and Culture.
- United Republic of Tanzania(2001). *Education Sector Development Programme: Primary Education Development Plan(2002-2006)*. Dar es Salaam, Government Printer.
- United Nations Educational Scientific and Cultural Organization. (2006). *Guidebook for planning education in emergencies and constructions*. Paris, France: International Institute for Educational Planning.

Yang, M.F. (2009). *Employee motivation in project management*. A seminar Research paper presented to the graduate Faculty University of Wisconsin-Platteville: Unpublished MSc Dissertation.

Yin, R. K. (1994). *Case study research: Design and methods*. Thousand oaks: Sage.

## APPENDICES

### APPENDIX A

#### QUESTIONNAIRE FOR EMPLOYEES

##### Dear Sir/Madam

I, Frank China, a student at Mzumbe University am pursuing Master of Public Administration degree. I am doing a study the factors for employees' motivation in the private sector using a case study of Airtel headquarters Tanzania, Dar es Salaam region. The purpose of the research is to identify factors employees consider as most important and likely to motivate and demotivate them most in their jobs. Thus, I would be very grateful if you would spare some few minutes to fill this questionnaire. The information provided will be used only for academic purposes and will be treated confidentially and your identity will not be exposed.

##### Part I: Personal information

1. Your age (please tick the appropriate answer)
  - a. 20-30 years ( )
  - b. 31-40 years ( )
  - c. 41-50 years ( )
  - d. 51-60 years ( )
  - e. 60 + ( )
  
2. Gender (please circle whichever is relevant)
  - a. Male ( )
  - b. Female ( )
  
3. Academic qualifications (circle the relevant answer)
  - a. Certificate ( )
  - b. Diploma ( )
  - c. University degree ( )
  - d. Master's degree ( )
  - e. Any other (specify).....

4. How long have you been working at this organization? (tick the relevant answer)
- a. Less than 4 years (    )
  - b. 5 - 10 years (    )
  - c. 11- 14 years (    )
  - d. Above 14 years (    )

**Part II**

5. Do you know any factors used by the organization in motivating its employees?  
(Circle the relevant answer).

a. Yes    b. No    c. I don't know

6. If yes in question 5 above, mention at least five factors used by the company to motivate its employees.

- i. ....
- ii. ....
- iii. ....
- iv. ....

7. Do the mentioned factors of motivating employees in the company bring positive impact on performance? (Circle the relevant answer).

a. Yes    b. No    c. I don't Know

b. If yes please explain in brief

.....  
 .....  
 .....

8. Is there any de-motivating factor (s) the organization management encounter when motivating its employees?(Circle the relevant answer).

a. Yes    b. No    c. I don't know

9. If yes, mention at least five de-motivating factors the organization management encounters when motivating its employees

- i. ....
- ii. ....
- iii. ....
- iv. ....

10. Is there any approach used by the management in addressing de-motivating factors? If yes, describe the approaches used by the company to motivate its employees

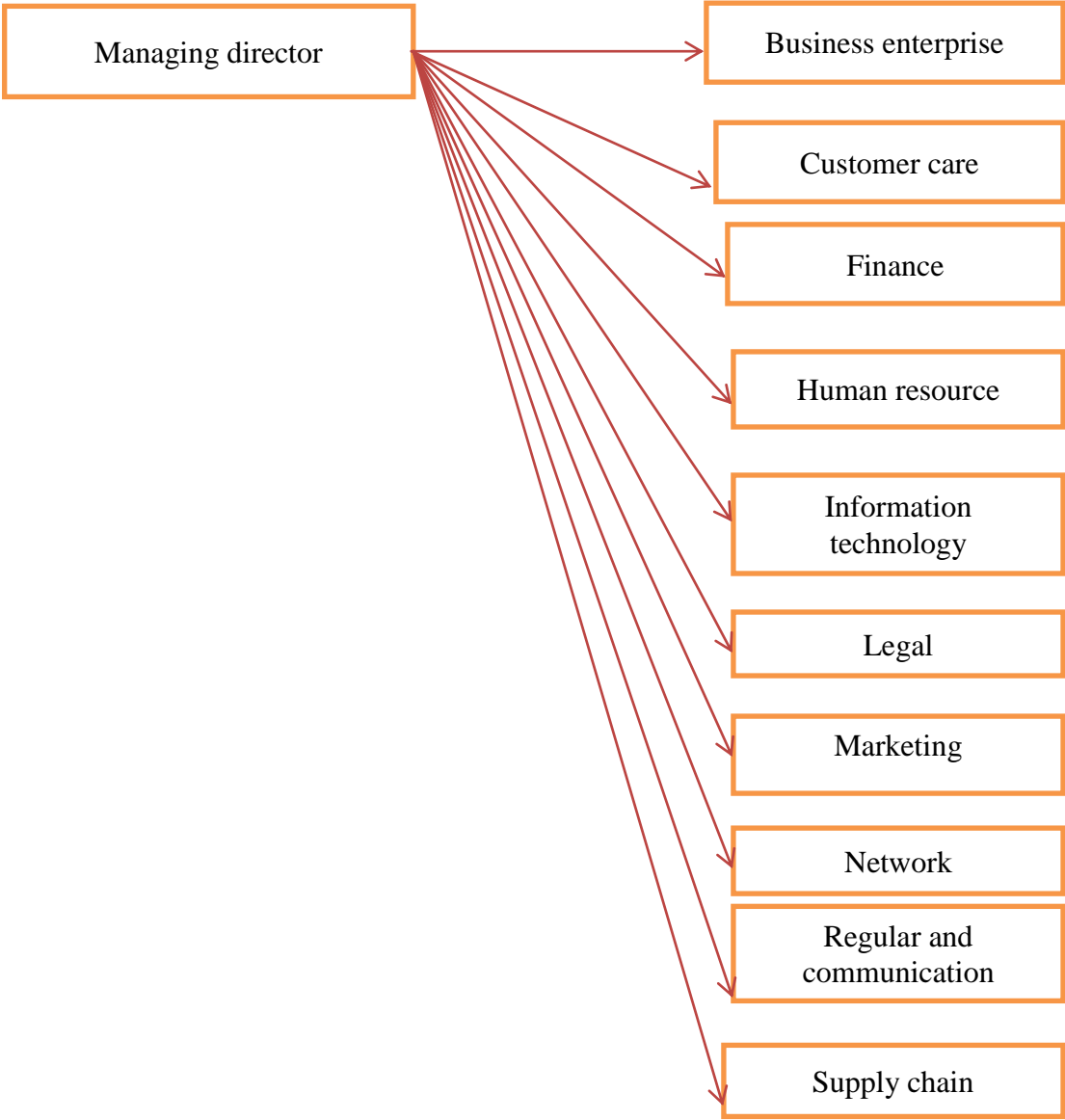
## **APPENDIX B**

### **INTERVIEW GUIDE FOR MANAGERS**

1. What factors are likely to motivate employees the most?
2. What job related factors employee find to be motivating at this company?
3. What non job related factors employees find to be motivating?
4. How do you assess employees' motivation on their jobs?
5. Is there any de-motivating factor (s) the organization management encounter when motivating its employees
6. What approaches have been made to address employees concerns?

**APPENDIX C**

**ORGANIZATION STRUCTURE OF AIRTEL COMPANY-TANZANIA**



Source: Airtel (2014)