

**ASSESSING THE RELATIONSHIP BETWEEN MOTIVATION AND
EMPLOYEES' WORK PERFORMANCE:
A CASE OF EAST COAST OILS & FATS LTD**

**BY
THADEI EMMANUEL**

**A Dissertation Submitted in Partial Fulfillment of the Requirements for the
Degree of Master of Business Administration in Corporate Management
(MBA-CM) of Mzumbe University**

2017

CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled: “**Assessing the Relationship between Motivation and Employees’ Work Performance: A Case Study of the East Coast Oils And Fats Ltd**” in partial fulfillment of the requirements for award of the degree of Master of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

Major Supervisor

Internal Examiner

Accepted for Mzumbe University, Dar es Salaam Campus College

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DEDICATION

I dedicate this work to my Parents and My Son Terry Kaijage, their grandchild. I am praying for you always and I love you very much. God Bless you.

ABBREVIATIONS

ECOFL	East Coast Oils & Fats Limited
URT	United Republic of Tanzania
METL	Mohammed Enterprises Tanzania Limited
A ONE	A One Products & Bottlers Ltd
TUICO	Tanzania Union of Industrial and Commercial Workers
MBO	Management by Objectives
MBWA	Management By Walking Around

ABSTRACT

The study assesses the relationship between motivation and employees' work performance. Performance of individuals at East Coast requires immediate attention and investigation. Late comings, earlier outs, absenteeism, low commitment and engagement and the like have greatly affected the work performance of individuals. The total study involved a sample of 94 workers; obtained by a DeVaus Formula with the consideration of 90% Confidence level and only 10% Margin error. A systematic random sampling approach was adopted in the sampling process. Primary data was collected using structured Questionnaires administered to 90 randomly selected respondents. Data were analyzed with the aid of SPSS and presented in tables and figures. Regression analysis was attempted to establish the relationship between Motivation and employees' work performance. The study findings reveal that majority of the workers were motivated by working conditions, promotions, salary, recognition, appreciation for work done. The study also found that most employees believe that training, salary and incentives highly influence their work performance. The study also revealed that employees are highly satisfied with co-worker relations and work while the majorities are dissatisfied with salary, recognition, organizational rules, and promotion opportunities. Based on the study findings, it is concluded that there is a positive relationship between motivation and employee work performance, and thus effective motivation packages within an organization can enhance the performance of individuals and help shape their behavior.

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CHAPTER ONE

1.1 Background of the study

It is to a great extent known in the human resource writing that advancement of the motivation of laborers in both private and open organizations prompts a high greatness of Human resource and most ideal performance. Pate (1998) states that the investigation of motivation is concerned, essentially, with why individuals carry on absolutely. The essential fundamental inquiry is 'the reason do individuals do what they do'. Agreement is additionally on the ascent in the midst of managers in connection to the significance of consolidating great human resource performance approaches with inspiration motivators to help great performance.

Performance, on other hand, means evaluation of the aftereffects of a man's direct. It includes deciding on the excellence or severely an individual has fulfilled an assignment or done a job. We need to acknowledge as a main priority that the solid purpose of any association is in its work compel and that an association that does not have a well performing and submitted work drive has a powerless establishment to get by in a sound operational approach. This implies HR requires to be treated with colossal care, since they are a one of a kind asset that should be given extraordinary administrative thought and time (Story, 2001:6). The conviction of laborers' motivation and superb performance results is not another conviction. As the association tries to motivate its laborers' performance, thorough difficulties exist to achieve the general target of the association to extend adequate motivational motivators to its entire populace. Motivation theories can encourage us to consider the diverse ventures which can be made in individuals. Interests in workers through motivational measures are made today with the positive thinking of future payback for an association. "In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day" (Storey, 2001). This therefore makes it a necessity to employ "talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that will make them to be successful" (Storey, 2001).

Studies on motivation portray a few courses (theories) to motivate workers, these might be isolated into two classifications, (i) content theory and (ii) process theory. The content theory fixate on what motivates workforce, and it was pushed by authors, for example, Abraham Maslow (1943, 1954), McClelland D (1988) and Fredrick Herzberg (1968), Adam J.S. (1965), Locke and Latham (1990) these moreover were authors of process theories, their point of convergence of thought is on how motivation happens.

As a junior human resources officer I had to choose a topic that would benefit my carrier for example providing answers to the question as to why there is a low employee performance in my organization, and enhance my knowledge on various research issues, such as research methodologies, data collection techniques and analysis, additionally the research topic that its data would be easy to collect and analyze easily in a timely fashion, and avoid such other research topics that are not in my interest and their data are difficult to obtain, analyze and are costly.

1.2 Statement of the Problem

Most organizations would always try to create conducive environment for its staff to ensure that individual work performance is improved. Given the size of the financial capacity, organizations have different approaches through which motivations can be applied to shape the behaviors and ultimately performance. Like any other organization, ECOFL is facing low individual work performance as measured in terms of late comings, earlier outs reports, work backlogs, unsatisfactorily completed tasks, self-termination, absenteeism, commitment, unwanted behaviors and frequent strikes.

The problem was published in the monthly newsletter in September 2016, and in response to that, the Human Resources Department in collaboration with TUICO called the Meeting on the first week of October 2016 in an effort to try to systematically solve the issue and forge mutual discussion and understanding. The mostly stressed issues included salaries and allowances. Crucial to any justification of why individuals act definite is a theory of motivation.

The theory of inspiration that might be connected to comprehend workers' execution is the "expectancy theory" Vroom, 1964) as illuminated by (Robbins 1998). Expectancy theory is essentially relies on Lawler and Porter (1967), Porter and Lawler (1968) as referred to by Robert and Hunt (1991). According to the hypothesis, a man's motivation to complete successfully is managed by two elements. The first is contained in the possibility of effort repay likelihood. This is the individual's special probability that organizing a given measure of effort toward performing adequately will achieve his/her fulfilling a given reward or unequivocally regarded outcome. The effort compensate chance is directed by two supplementary individual probabilities: the shot that effort will achieve performance and the probability that performance will realize the reward (Lawler, 1969).

The organization has already put in place different motivation approaches such as allowances (transport, milk, night and launch), changing leaderships, and providing medical insurance cover, overtime packages, departmental training and seminars, maintain safe working conditions by regularly running risk assessments in the facility and providing safety gears to employees in an effort to improving employee work performance. However, the company still experiences low level of employee work performance. Therefore, the need arises to establish the relational implication that motivation has on employee work performance, to determine whether or not the motivation can answer the problem of low level of employee work performance that the company faces.

1.3 Objectives of the Study

The segment focuses on the general Objective and Specific Objectives of the Study.

1.3.1 General Objectives

The general objective of the study was to assess the relationship between motivation and employees' work performance at the East Coast oils & Fats Ltd.

1.3.2 Specific Objectives

The specific objectives are as follows:

- 1) Determining employees' motivating factors.
- 2) Determining factors influencing employees' work performance.
- 3) Determining satisfying and dissatisfying factors at the ECOFL.
- 4) Assessing the relationship between motivation and employees work performance.

1.4 Research Questions

1.4.1 General Question

- 1) What is the relationship between motivation and employees' work performance?

1.4.2 Specific Questions

- 1) What factors motivate employees?
- 2) What is the relationship between motivation and employees' work performance?
- 3) What are the factors influencing employees' work performance?
- 4) What are the satisfying and dissatisfying factors at the ECOFL?

1.5 Significance of the Study

METL as a parent company provides various instructions and policies to the companies under it, such as ECOFL, to ensure promotion of employees' optimal performance, retention, commitment and behavior modeling. All these are based on the perception that lack of the same would adversely affect the organization. Thus, the study would will add input to the present writings associated with incentive scheme in the Company (ECOFL) and at the Corporate level (METL).

Upon completion of the research, it is the confidence of the researcher so as to the findings and results of the study would provide ECOFL with more trusted and realistic scientific methods of motivating and appraising their employees' work performance. The findings and results would also benefit other Companies in the Manufacturing setups, Government agencies, employees associations (TUICO),

together with companies in the countries of East Africa and Africa at large with similar conditions.

The researcher on his part will acquire more knowledge and experience on how motivation may affect individual work performance especially in the Manufacturing Industries in Tanzania; and on the general knowledge of how researches are conducted. The study may also be used as reference by others in future researches on the same topic

1.6 Scope of the study

The East Coast oils & Fats Ltd is one of the companies under Mohammed Enterprises Ltd whereby the former engages primarily in refining edible oils, manufacturing toilet and laundry soaps, jellies and Margarines. The geographical dispersion of METL subsidiary companies and variations in the nature of the business, variation would dictate considerable amount of funding required, time and complexity in data collection and analysis, thus it would prove difficult to Define METL as a whole as an area of the study. ECOFL in Dar es Salaam was chosen because it is the largest contributor in terms of revenue to the METL group compared to the rest of the subsidiary companies, and has a complex manufacturing environment.

1.7 Limitations of the study

The study was limited in conditions of time, literacy, access to data, finance and cooperation.

Time Limitation: The fact that the researcher is also a full time employee limited the time that was needed to collect the necessary data and also convince respondents on the significance of the study to the researcher, to the company and to themselves.

Level of Literacy: Many respondents in regular operations had low level of literacy, and this posed difficulties in the completion of questionnaires and interviews.

Access to the Companies Information: some information was difficult to obtain, for example Payroll, Names of Employees, actual revenue for performance evaluation purposes.

Financial Limitation: financial requirements for stationery (printing and distribution) and incentive were required to win the hearts of the respondents.

Cooperation: it was anticipated that senior employees won't pay much attention as respondents and also resistance from the unit Management and the expatriate staffs.

1.8 Delimitation of the study

Time limitation: a fourteen days leave was applied to ensure data can be collected effectively and in an ethical manner.

Level of literacy: incentives were provided to certain individuals of sufficient awareness and unlimited literacy level to offer assistance to those with limited or low literacy level.

Financial Limitation: application for the research sponsorship (financially and using company properties like computers, Emails, internet, Printers and copier, phone and stationery) from the company management were applied as soon as the proposal was accepted by the MU designated research supervisor.

Cooperation: little incentive was used to voluntarily pull in the respondents and logical persuasion on the importance of the respondent to cooperate and engage in the whole process throughout the research work.

Access to the information: the researcher requested for the special permission to these data from the Management which the company does not think it is risky sharing with other competitors or the like.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This segment presents conceptual definitions of some key terms, theoretical and empirical literature overviews. In the theoretical review, various theories on motivation are focused on, while in the empirical review the conceptual framework is constructed, and various arguments on performance are examined.

2.2 Conceptual Definitions

2.2.1 Motivation

Different authors and scholars have differently defined motivation; being multidisciplinary, motivation may cover such disciplines as economics, Human resources, marketing, psychology and political science.

Mullins (1999) state that, “The underlying concept of motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation”. Mullins did likewise recognize extraneous motivation associated with physical rewards, for example, cash; and inborn inspiration associated with mental rewards, for example, the rationale of test and achievement.

Job motivation may likewise be seen as the mental strengths inside a person that predicts the bearing of that person's conduct in an affiliation (George and Jones, 2008:183).

Different writers or scholars who worked on the principle idea behind motivation, for example, Higgins (1994), Buford et al. (1995), Kreitner (1995) were cited in Lindner (1998) defined motivation as “the psychological process that gives behavior purpose and direction, a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve”

Motivation is defined as an inner status that causes individuals to act in a certain manner to complete particular purposes and goals (Denhardt et al. 2008).

2.2.1.1 Types of Motivation

There are two sorts of motivation these are Intrinsic and Extrinsic motivations.

intrinsic motivation: is from inside an individual longing to accomplish something and it is connected to mental rewards, for example, chance to use person's own capacity, a trustworthiness of test and achievement, getting thankfulness, accommodating acknowledgment, and being dealt with in an astute and thoughtful way. The mental or mental rewards are the ones that may for the most part be dictated by the conduct and demonstrations of individual directors (Mullins, 2005). This kind of motivation is along these lines viewed self as connected; Malone and Lepper (1987) express that “intrinsic motivation is what people will do without external inducement such as hunger, as sense of duty, altruism and a desire to feel appreciated”.

Extrinsic motivation: this comprises external factors inducing an individual into doing something. These can be tangible or physical rewards such as contract of service, fringe benefits, promotion, security, salary, the work surroundings and state of affairs of work. Such physical or touchable rewards are every now and again decided at the organization level and can be generally exterior to the power of administrators (Mullins, 2005). Deci (1975) says that extrinsically motivated practices are those where the controlling mechanism is essentially observed. Deci and Ryan (1985) noted in their work that outwardly motivated practices are generally done because of pressure and result in low confidence and tension.

2.2.1.2 Motivational Techniques

There is an extent of incentive strategies that can be used to improve productivity, reduce workplace stress plus addition confidence. There are various methods for moving and spurring a group; they are as per the following.

2.2.1.2.1 Job Enrichment

As demonstrated by Koontz (1990), is an attempt to consolidate with job a higher sentiment test and achievement. An occupation may be enhanced by giving workers greater adaptability in picking about such things as work procedures, plan, and pace or the affirmation or expulsion of materials; and giving workers a feeling moral obligation with respect to their errands. It can moreover be expert by figuring out how to guarantee that employees can see how their assignments add to finished thing and the welfare of a venture; and incorporating workers in the examination and change of physical parts of their work environment, for instance, outline of the work environment or plant temperature, aiding and cleanliness.

2.2.1.2.2 Training and Development

Training includes affecting employees with news or distinctive methods for going to their everyday exercises. Training staffs may demonstrate to them proper methodologies to deconstruct jobs difficulties, and the way to remain less debilitated by their employment parts. It can likewise manage them on the best way to adapt in the work environment can lead straightforwardly to enhanced motivation (Daniel, 2001).

2.2.1.2.3 Encouraging participation

Employees can contribute in various choices that affect them: describing work targets, picking their own inclinations bundle, managing capability and quality issues, and whatnot. This can build worker's capability, commitments as to work objectives, inspiration and employment fulfillment (Robbins, 1998). Participation involves taking part in deciding various aspects affecting the organization and employees' affairs at large. This way, employees are engaged voluntarily into companies' activities and hence become motivated.

2.2.1.2.4 Recognizing individual differences

Workers have distinctive necessities. It is key not to treat them all indistinct. Basic note should be made to understand what is basic to each worker. This considers individual goals, level of affiliation, and rewards to agree with individual needs (Robbins, 1998).

2.2.1.2.5 Ensuring Equality

Rewards should moreover be seen by workers as contrasting the inputs individuals pass on with the work. This ought to suggest that experience; skills, limits, try and distinctive clear information sources should elucidate differentiates in performance and, thus, pays work assignments, and diverse obvious prizes.

2.2.1.2.6 Targets, rewards and incentives

Target accomplishment can be remunerated with budgetary motivations and additionally perhaps with the offer of extended commitment or even progression. Particular people are prodded by different things so it is indispensable to guarantee that right motivations are offered to the right people from the group.

2.2.1.2.7 Enhanced communication

Communication means bantering with the team and in addition tuning in to them. It is basic to ensure their perception of the objectives of associations and their individual work parts; yet it is comparatively fundamental to exhibit to them the noteworthiness of their contribution for the achievement of targets and models (Robbins, 1999; Daniel, 2001).

2.2.1.3 Performance

Campbell (1990) defines performance as behavior; results are the aftereffects of an employee execution and they are just the consequences of different impacts.

Performance depends on behavior or what laborers do, and not what laborers make the eventual outcomes of job (Aguinis 2009), efficiency means attempt in addition to the capacity to put support with the hierarchical strategies keeping in mind the end goal to accomplish certain destinations.

Aguinis (2009) gave variation of execution determinants that was supported by Campbell (1990) to supplement the common determinants. They have prescribed that personal contrast for execution is the segment of three rule deciders: procedural information, revelatory learning, and inspiration. Revelatory learning implies data

about facts, gauges, and articles among others. It speaks to information regarding assignment's prerequisites.

Procedural information means possessing sure aptitudes on comprehending ways on what and how to perform certain task. An individual needs definite specialized aptitudes for having the capacity for fulfilling an assignment. Procedural information additionally identifies with individuals own knowledge and mental capacity. Third indicator of efficiency is inspiration, a main impetus for each individual action.

Campbell (1990) states that incentives alludes to a combined effect from three choice behaviors- choice to expand effort, choice of level of effort to expand, and choice to persist in the expenditure of that level of effort . Every three deciders of performance ought to be available for efficiency to be achieved. In the event that one amongst deciders has zero estimation value, at that point performance additionally has an estimation of zero value. Consequently, $\text{Performance} = \text{Procedural information} \times \text{revelatory learning} \times \text{Incentive}$

2.2.1.4 Significance of Higher Employee Work Performance

The following explain the significance of higher employee work performance to individuals, organization, society and nation as whole:

- a) The productivity of individuals on job increases
- b) Improved job satisfaction, commitment and loyalty among employee
- c) Improved Quality and Quantity for the product or service
- d) Good will of the organization goes high
- e) Increased sales and market share of the organizations
- f) Reduced Psychological problems of employees
- g) Improved profit for the company
- h) Improved salaries and incentives on performance or production basis
- i) Proper utilization of organizational time and resources.

2.2.1.4 Factors Influencing employee work performance in Organizations

An efficient worker is defined by the mix of decent range of abilities and a beneficial workplace (Arnold 2005). As per him, managers need to be aware of the

factors influencing or affecting performance and improve them regularly. Workers never execute in an empty space, a range of issues, individual, organizational and exteriors affects workers performance. (Anderson 2004). Organization depends largely on workers for producing and delivering excellent quality and services. (Clark 2010) what's more, that; workers are affected by an assortment of strengths both interior and outer as they endeavor to play out their occupation obligations. Employees who know about these strengths, and who are set up to use or neutralize them, can build efficiency and dedication. Carrol (2001) showed that, it is consistent to accept that all around remunerated workers would normally be the most gainful. However, various investigations have proved that this would not always be the case. A portion of the factors that influence workers' performance in organizations are examined in the subsequent subsections.

2.2.1.4 .1Technology

Technology is the noteworthy things that may have both constructive and problematic impacts to employees' conduct (Leigh 2004). Technology may frequently support procedures and create task less demanding for workers, figuring out how to utilize latest know-how when staying gainful may be upsetting.

2.2.1.4 .2 Locus of Control

Mazin (2007) stated that, employees are affected by both inner and outside forces, yet the effect of these strengths depends an extraordinary arrangement all alone orders of interior and outer dependence. As per Mazin (2007), the individuals having outer dependence look into individuals to guide them. These are workers whom require a lot of course and anticipate that administrators will give clear and point by point criticism consistently.

Those with an inner locus of control feel enabled to settle on choices and follow up on their own; they feel responsible for their fate as opposed to helpless before outer variables. These employees may now and again act too freely and are not as worried about the suppositions or desires of others.

2.2.1.4 .3 Incentives

Robert (2006) remarked that, organizations that keep spirit high with intermittent impetuses improve their production. Robert (2006) included that, individuals strive on with gratefulness and getting motivating forces sends the message that they are esteemed and acknowledged. Regardless of whether the motivator is something concrete, for example, rewards, a free lunch or whatever other substantial confirmation of thankfulness, motivation will increment to a record-breaking high. Impalpable tokens, for example, an employee of the month honor will fill a similar propelling need (Robert, 2006).

2.2.1.4 .4 Management

Robert (2006) demonstrated that, management can be a contributing component to low profitability. Robert (2006) proceeded with that, efficiency endures when managers don't keep guarantees, give proper credit or reprimand others for their missteps. Administrators who are excessively controlling can unwittingly back off work stream by requiring even the easiest errand to have a director endorsement. Robert (2006) included that; a hand off administration style can likewise be an issue. At the point when managers are involved or inaccessible, employees have nobody to swing to for guidance or direction. Managers likewise set the tone for the office. Managers who embrace an inspirational mentality help cultivate a similar disposition in their employees (Robert, 2006).

2.2.1.4 .5 Qualification of employees

Employees differentiations on performance is a part of three (3) basic determinants: revelatory learning, procedural information, and inspiration. Each one of the three determinants of execution must be accessible for execution to accomplish unusual states. In case any of the determinants has an estimation of zero (0), by then execution moreover has an estimation of zero (0). Along these lines, $\text{Performance} = \text{Procedural information} \times \text{Procedural learning} \times \text{Incentives}$.

2.2.1.4.6 Working Environment

Aguinis (2009) states that if the workplace is dangerous, it imperils the employees. The utilization of defensive contraptions and clean work space could diminish the risks employees are presented to at the working environment. In this way individual workplace decides his/her performance level.

2.2.1.4.7 Training

The way toward building up workers' capacities remembering the ultimate objective to upgrade the execution is called training (Swanson, 1999). Training is a kind of activity which is orchestrated, orderly and it realizes enhanced level of skills, learning and competency that are vital to perform work feasibly (Gordon, 1992). Existing written work presents evidence of a nearness of apparent effects of training and headway on worker performance. As demonstrated by Wright and Geroy (2001), employee's skill changes through practical preparing programs. Training has been exhibited to deliver execution change related favorable circumstances for the laborer and what's more for the organization by decidedly affecting worker's execution through the change of employee learning, skills, limit, capacities and direct (Appiah, 2010; Harrison, 2000; Guest, 1997).

2.2.1.4.8 Team work

Stoner (1996) contends that employees in groups frequently release tremendous energy and imagination which diminish fatigue since groups make a feeling of having a place and connection; subsequently increment in worker's sentiment nobility and self-work.

2.2.15 Measuring Employee Work performance

As indicated by Kostiuk and Follmann (1989), performance in many organizations is measured by supervisory evaluations; be that as it may, this information is not extremely helpful since they are exceedingly subjective. Bishop (1989) adds to this that in many employments a target measure of efficiency does not exist. Bishop (1989) additionally expresses that the consistency of workers performance is most noteworthy when states of work are steady, however by and by work conditions are

never steady. This makes it significantly harder to gauge performance objectively. As per Perry and Porter (1982), the performance of numerous workers will presumably be measured in spite of the absence of by and large acknowledged criteria. Perry and Porter (1982) and Bishop (1989) contend that the issue is the goal estimation.

Nonetheless, as per Bishop (1989), the issue even increments in light of the fact that most bosses trust they can rate the efficiency of their workers, and that it is done in a wasteful way. Nonetheless, Bishop (1989) states that, it is certainly feasible, but rather just exorbitant to acquire objective information about workers effort and productivity. Breugh (1981) states in his exploration that there are four diverse performance measurements on which representatives are measured, to be specific quality, amount, trustworthiness and occupation learning. This hypothesis consolidates with Vroom's (1964) hypothesis brings about the work of Hunter (1986). He outlined the routes in which most bosses can rate their employee's productivity.

2.2.1.6 Relationship between motivation on employees work performance

Motivation, as per a few researchers, enhances the productivity in the labor force (Greeno 2002) included that; this is not quite recently a qualification, experiences, even capacities for a worker to decide productivity as motivation assumes a noteworthy part in deciding the efficiency of an employee. Barrit (2003) concurred with Greeno's (2002) affirmation that, inspiration subject employees without hesitation to perform and enhances performance of workers. Greeno brings up; each organization needs monetary and individuals for achieving its objectives. To have workers just bodily on the office do not imply that the company will figure out how to accomplish the performance level it want.

Barrit (2003) includes that the performance of motivated workers is high, and this outcomes into: expanded efficiency and decreased cost of operations. He reasoned that, a motivated worker won't run with nearly nothing or less effort; yet will be more arranged on his work. Meeting personal goals helps an employee stay

motivated and feel about themselves to continue to produce. (Griffiths 2001) stated that, once workers meet some underlying objectives, they understand the unmistakable connection amongst exertion and results, which will additionally inspire them to proceed at an abnormal state of performance.

Chudley (2004) called attention to incentive prompts more prominent workers fulfillment, that employee fulfillment is critical for each organization; this factor may bring about advance even relapse. Chudley (2004) once more showed, without a motivator incentive, employees won't feel prepared to satisfy their goals.

Along these lines ways to deal with engage them might be through promotion openings, money related and non-money related prizes, or disincentives because of inefficient workers. as long as necessities of workers are fulfilled through alluring prizes, limited time openings, and so forth workers start to appreciate their organization, by doing this goal congruence is achieved and individuals treat organization interest as theirs thus improving performance. (Jesop 2005)

The motivation scholars, for example, Abraham Maslow, Fredrick Herzberg, Alderfer and McClelland D have proposed particular factors which organization may apply for enabling their employees to wind up plainly self-completed, in light of the fact that those workers are probably going to perform greatest innovative possible if individuals requirements fulfilled. This concur advancing sound labor force, giving money related safety, giving chances of mingling to perceiving employees' achievements help fulfilling the worker's physiological needs which thus additionally increment their performance. Authors (Koch, 1990; Stuart, 1992) both have called attention to that affirmation of an occupation well done or full appreciation for work done is consistently among the best motivation of employee performance and includes input.

Theory such as expectancy has a few vital implication for methods for motivating employees by illuminate individuals' hopes that their effort will prompt performance, that is via preparing workers to carry out their jobs all the more

effectively thus accomplish more elevated amounts of efficiency from individual endeavors for connecting esteemed prizes and efficiency by determining precisely what work practices will prompt what rewards. Adams (1965) on his part recommends that individuals are motivated to search for social incentive in the prizes they get for high performance. As indicated by him, the results from work include pay, affirmation, headway; social relationship to get these prizes diverse input ought to be used by the workers to the employment as time, understanding, attempts, training and commitment. He prescribes that, people tend to see their outcomes and commitments as an extent and after that differentiation these extents and others swing to twist up detectable motivation if this extent is high.

Elton Mayo led an experiment in the vicinity of 1927 and 1932, called the Hawthorne Studies, to discover the impacts of the workplace on laborer productivity. The main arrangement of the experiment utilized diverse levels of lighting in the plant for one gathering, and a steady level of light in the control gathering. However, the outcome was astonishing as efficiency expanded in the two gatherings. At that point Mayo utilized the piece-rate framework with gatherings of workers, as opposed to individual and found that production stayed constant.

It was concluded that human factors were responsible for the results. In the lighting experiment the members felt important as they were involved in a group. In the second experiment, groups maintained a steady pace because of a desire for social acceptance. These conclusions depict that for better performance workers should be satisfied and motivated, the absence of motivation in regards to the employee performance in an organization will adversely affect the organization efforts to enhance employee's performance and hence poses as a demerit towards the organization where both time and resources invested in the operations would be wasted.

2.2.2 Theoretical Review

Under this area, different theories identified with motivation are inspected. Motivation is huge on the grounds that even people with the required learning,

aptitudes, and limits will perform deficiently if they are not energized to give their chance and push to work (Harris 2001). Exactly when employees need motivation, they tend to fall back on antagonistic to work rehearses, for instance, non-participation, recklessness of commitment, late-coming, failure to meet due dates, show of open frustration and each one of these segments work unfavorably to the execution and credibility of an organization. Motivation theories are classified into two differentiating groups, for example, Content and process theories as clarified beneath.

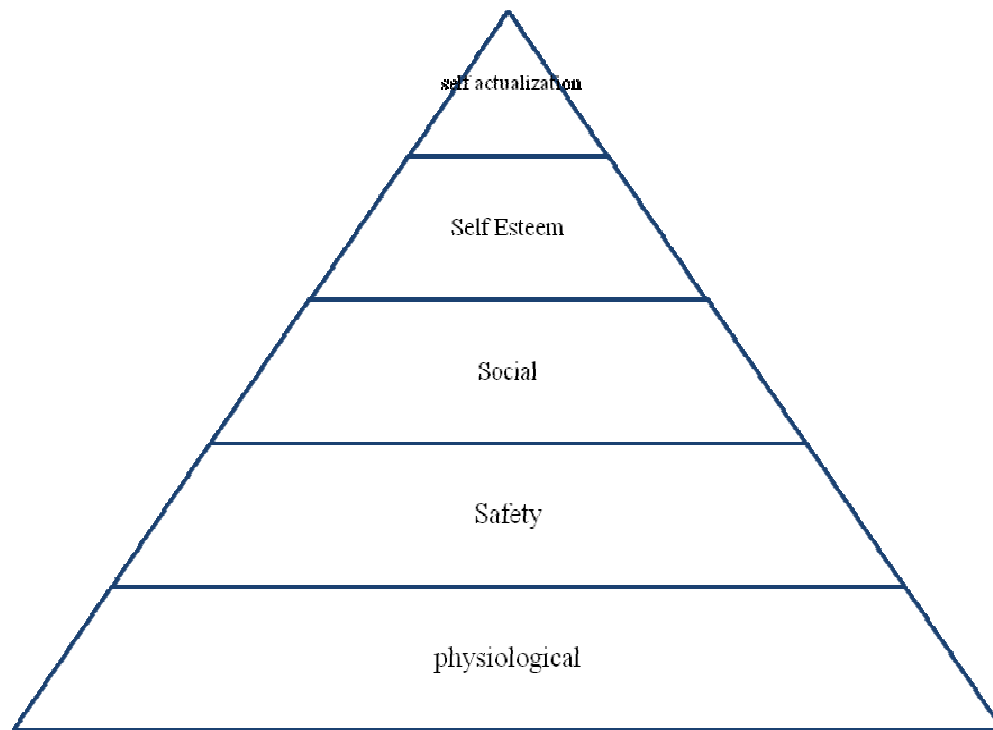
2.2.2.1 Content theories

These place importance on what inspires individuals, and are worried about distinguishing individuals' needs and their relative qualities, and the objectives they seek after in order to fulfill these requirements. The following are the main motivation theories under Content theory.

2.2.2.1.1 Maslow's Hierarchy of Needs

The theory relies upon a clear prelude: Individuals have needs that are hierarchically placed Maslow (1943). There are a few needs that are fundamental to every single individual, and in their absence nothing else matters. As we satisfy these basic needs, we begin hoping to satisfy higher order needs. At the end of the day, once a lower level need is satisfied, it never again fills in as a motivator.

Figure 2. 1: Maslow's Hierarchy of Needs (1943)



The most basic of Maslow's needs are physiological necessities. Physiological necessities insinuate the prerequisite for nourishment, water, and other natural needs. These necessities are essential since when they are deficient concerning, the sweep for them may overpower each and every different desire. Imagine being to a great degree hungry. By at that point, all your conduct may be coordinated at finding sustenance. Once physiological needs are fulfilled, individuals have a tendency to wind up noticeably worried about wellbeing needs. Wellbeing may take type of risk of threat, torment, or an unverifiable future, on the accompanying level up, social needs suggest the need to bond with different people, be venerated, and outline persevering associations with others. Honestly, associations, or nonattendance of them, are connected with our prosperity and success (Baumeisterand, 1995). The fulfillment of social needs makes regard needs additionally striking. Regard requires suggests the yearning to be respected by one's partners, feel fundamental, and be esteemed.

Finally, and no more hoisted measure of the progressive system arrange, the necessity for self-realization suggests "transforming into all you are fit for transforming into." This need shows itself by the yearning to get new capacities, go up against new challenges, and carry on in a way that will provoke the achievement of one's life targets.

2.2.2.1.2 Critics of Maslow's Hierarchy of need Theory

Armstrong (2001:160) states that obviously Maslow's chain of command of needs makes sense, however it has not been supported by adequate observational proof. It is seen to be rigid since individuals have fluctuating requirements and it is in this way hard to acknowledge that individuals' needs have a tendency to take after a consistent advance up the chain of importance of need (Armstrong, 2001:160).

Cooper (2006) expresses that Maslow's chain of command of needs likewise neglects to toss light to the starving artist situation, where tasteful forego their physical needs to get spiritual determined needs. Another feedback is on his methodology; he chose a couple of individuals that, he himself proclaimed self-realizing, and afterward conversed with them, lastly reached conclusion about what self-actualization really implies. This does not appear as great science to many individuals (Boeree, 2006:7).

Cianci and Gambrel (2003) include that Maslow's chain of importance of requirements neglects to outline and develop the distinction of the social and scholarly necessities of those brought up in unusual social orders and individuals brought up in collective social orders. The requirements and drive of persons in unusual social orders have a tendency to be more egotistical than those in collectivist social orders, concentrating on change of the self, with self-completion being simply the zenith change. In collectivist social orders, the necessities of acknowledgment and group will exceed the requirements for opportunity and independence"

2.2.2.1.3 Frederick Herzberg's Hygiene and Motivational Factors Theory(1968):

In this theory, Herzberg records factors like that of Maslow's chain of importance of need aside from that he is all the more for the most part centered around the natural viewpoints. He classifies the Factors into two, to be specific Hygiene factors (disappoints) and motivators (satisfiers). He specifies such factors as work conditions, organization approaches and organizational practices, compensation and advantages, management, status, professional stability, co workers and personal life while the motivating incorporate aspects such as; acknowledgment, achievement, progression, growth, responsibility and job challenge. An arrangement of necessities is related with that a man does on the other hand is worried about the circumstance on how they are fulfilled. As indicated by Herzberg's exploration, motivators are the conditions that genuinely urge workers to invest more energy. On the off chance that the components that disappoint employees are not accomplished, at that point the workers can't be roused by those variables that make employments fulfilling (Boeree: 2006).

2.2.2.1.4 Critics of Herzberg's Two Factors Theory

The research technique utilized has been strongly contradicted on the grounds that it was found to quantify the connection among-st fulfillment and execution (Armstrong, 2001). Likewise, restriction are coordinated to his predetermined figures of specific specimens whereby vast inductions were built up furthermore a way that no proof may given to demonstrate the accepted position that really satisfiers do enhance performance (Armstrong, 2001). Herzberg's exploration is a long way from being generally acknowledged (Cummings, & Elsalmi, 1968)

Process theories

These are the theories attempting to establish the relationships between motivating factors and actions required to influence individual behavior. Process-based theory sees motivation as a sane procedure. People break down their condition, create musings and emotions, and respond in certain ways. Process-based theory endeavor to clarify the manners of thinking of people who exhibit inspired conduct.

2.2.2.1.5 Equity Theory

The hypothesis was delivered by Adams (1965) According to this hypothesis; individuals are inspired by a sentiment conventionality in their associations. Workers have a tendency to trust that the hierarchical reward framework is reasonable. This theory accepts that individuals need to be dealt with reasonably and have a tendency to contrast commitments and gains with those gotten by individuals. The value theory expresses that individuals need to see measure up to results for saw level with conditions (Ott, 1989). The individual encountering an apparent disparity may likewise decrease input or endeavor to build results. Research demonstrates that individuals who see imbalance lessen their work execution or decrease the nature of their input. Carrell and Dietrich (1978) express that expanding one's results can be accomplished through authentic means, for example, arranging an increase in salary. In the meantime, researches demonstrate that those feeling inequity in some cases turn to taking to adjust the scales for the sake of equity (Greenberg, (1993).

2.2.2.1.6 Expectancy theory

Victor Vroom (1969) turned the expectancy theory, that expresses workers would be aggravated to apply an abnormal state of endeavor if they trusts that same endeavor might prompt decent efficiency evaluation, took after company prizes, for example, reward, compensation addition or advancement which later satisfy individual objectives. It implies that individuals are inspired by computing the amount they may receive from something, and the way it is likely their activities make these individuals receive it and the amount others in comparable condition has gotten (Ott, 1989). The theory is focused on three areas, namely expectancy, instrumentality and valence; an individual believes that high levels of effort will lead to outcomes of interest, such as work performance or success. This perception is referred to as “expectancy”. Instrumentality refers to that degree an individual perceives that greater performance is related to subsequent results, for example, rewards.

At long last, people are additionally worried about the estimation of the prizes anticipating them because of execution. The foreseen fulfillment that will come about because of an outcome is labeled valence. Huczynski and Buchanan (2001) points Michael Porter and Edward Lawler (1968) formed theory Vroom's expectancy into a more far reaching theory of motivation. As indicated by the theory, the endeavor used for assignment will rely upon the estimation of reward for playing out the employment effective and a desire that the prizes will take after.

The justification for the review of the above all mentioned theories is that for the content theories for the most part place importance on what Motivate individuals such theory as Maslow's hierarch of needs for example among other needs it stresses on the need for safety likewise employees need to have a sound job security at work places to be motivated, additionally factors that satisfies and dissatisfies employees need to be examines and hence the use of Frederick Herzberg Two factors theory. For the process based theories that concentrate on how motivation occurs, theories such as equity and expectancy have been reviewed in a sense to try to enlighten the fact that motivators such as salaries, rewards if not properly and reasonable set, the desired positive motivation would not happen, thus the need rise to review both the content and process based theories as in this study to suit the research question.

2.2.3 Employees Motivating factors

Laborers are required to go to a workplace with the natural inspiration and longing to be viable, be regarded and put in to the acquisition of a businesses' mental picture. Of course, it is officeholder upon the business to give assets, openings, affirmation and a solid working environment for representatives to be successful. The commitment now is for the administrators to rouse representatives, aiming at the objective for workers adding to an association. Administrators may most excellent spur workers by presenting gifts or prizes that are tremendous to the individuals (Daniel & Metcalf, 2005). These might be both budgetary and non-money related helpers.

2.2.3.1 Financial Motivators

Managers are continually looking for approaches to make a motivational domain where workers to work at their ideal levels to finish organization destinations (Ballentine et al. 2009). Monetary motivations incorporate profit sharing, extend rewards, venture openings and warrants, booked prizes (e.g., Christmas and execution associated), and additional paid escape time. For the most part, these have kept up a helpful inspirational condition of specialists (Kepner, 2001).

Maslow's lower needs of physiological inspiration, which advocates for material favorable circumstances and outside reward, for instance, course of action of pay rates for employees, to enable them meet life's basics acts as a motivator up to the safety hierarchy where it ceases. Fredrick Herzberg in his work "The motivation to work" in 1959 highlighted hygiene factor which among other elements involves wages, salaries and fringe benefits acts as satisfiers.

Another research proposes that coveted money related motivators contrast for workers in view of profession stage and have demonstrated that a good number of employees will work past retirement period if given adaptable calendars, low maintenance hours, and brief employment (Nelson, 1999).

2.2.3.2 Non- Financial Motivators

These are the incentives that do not involve the monetary aspect in motivating individuals toward excellent work performance; these may include several factors such as leadership, recognition, responsibilities, organizational policies, participation, rewards appreciation and the like. These motivators come as alternative or simply they can be combined with the financial aspect to get the appropriate motivation package to enhance employees' work performance.

Perry (2006) emphasized that workers who take an interest in company's basic leadership procedures and individual who believe they have a right to be heard in the organization contain a greater employment fulfillment. Workers are frequently inspired diversely to build up the workplace which advances enthusiasm; corporate needs to realize what are critical to its workers and afterward address the variables.

Edward Lawler (2003) underscores so as to "treating individual's right is central to making organizational adequacy and achievement. It is additionally less demanding said than done." As per Edward Lawler (2003), it incorporates an exceptionally difficult arrangement of activities with respect to the two organization and employees. Organization ought to establish ways to deal with their employees focusing on goal that they are motivated and satisfied; workers ought to hold on the approaches to facilitate their organization to end up noticeably compelling and high-performing.

Llopis (2012) expressed that everybody needs to be seen and acknowledged for the work done; hence, workers are aggravated to accomplish to remain significant, all things considered, people are looking for better approaches to learn, enhance their aptitudes and put resources into themselves. Koch C. (1990), Staurt (1992) both stress the acknowledgment of a occupation well done or thankfulness in the case of job completion is regularly with the best helpers in worker performance and includes criticism. in this particular circumstance, info may consolidate workplace visits by high point authorities to tip top employees, personal composed by hand notes of thanks running with paychecks, and telephone calls by high point administrators to employees at home (Jay T. Knippen and Thad B. Green, 1999).

2.2.4 Empirical Review

This range makes a review of relevant explores on inspiration and workers' execution. It uncovered two perspectives on work execution and inspiration. Chiefs and pioneers have found these differing hypothetical perspectives particularly accommodating for controlling inspiration and for the inspirations driving representatives and workforce organization (Boeree, 2006: 1). Two conflicts have been surmised in execution administration and worker inspiration. They bolster the prospect that for the workers to perform there is a need to give a few encouragements to urge them to be focused on the organizational targets.

A study was completed in Mali to comprehend factors that motivate well-being workers in Mali and match their performance with the usage of performance management. The study uncovered that well-being employees in Mali are for the most part motivated by pay took after from obligation; acknowledgement and training that were observed to be necessary (Kohn, 1987).the findings by Kohn view compensation as a rousing variable which is in accordance with Maslow's physiological need, which expresses that individuals are propelled on the off chance that they can meet their physiological needs and for this situation such needs can be met through installment of pay rates. It concurred additionally with McGregor's hypothesis Y, which puts a weight on prizes of any sort keeping in mind the end goal to win the dedication of employees to meet company's destinations. Additionally still, it is in conflict with Herzberg's two factor hypothesis, which expresses that compensations do inspire yet a cleanliness factor that should be available in an occupation. The finding in connection to obligation and acknowledgment is in accordance with Herzberg's two factor hypotheses which underscores on people groups sentiment being perceived and also have an awareness of other's expectations over their employments keeping in mind the end goal to be propelled to execute as a spurring factor.

It is a typical belief for the vast majority of individuals so as to outside reward promotes superior actions (Kohn, 1981). In any case, various researches demonstrate this is not as precise as was once thought; rewards can negatively affect performance levels (Kohn, 1987: 1).

In a research completed by Amabile in 1985, innovative authors in the US universities (Brandeis and Boston Universities) were advised to compose verse (Kohn, 1987). It was presumed that rewards have this dangerous impact essentially with innovative assignments, including larger amount critical thinking. The more perplexing the undertaking, the more probable it is to be harmed by extrinsic rewards" (Kohn, 1987: 2)

Maslow (1943.1954), Herzberg (1950), Alderfer (1969) and McClelland D (1988) have proposed particular effects administrators may apply to enable laborers to wind up plainly self-realized, in light of the fact that workers are probably going to perform most extreme inventive capacity when individual's necessities are fulfilled. Individuals belief that in advancing a sound workforce, giving budgetary security, giving chances to mingle and perceiving employees' achievements facilitate satisfaction of the individuals' mental necessities, thus likewise increment their performance.

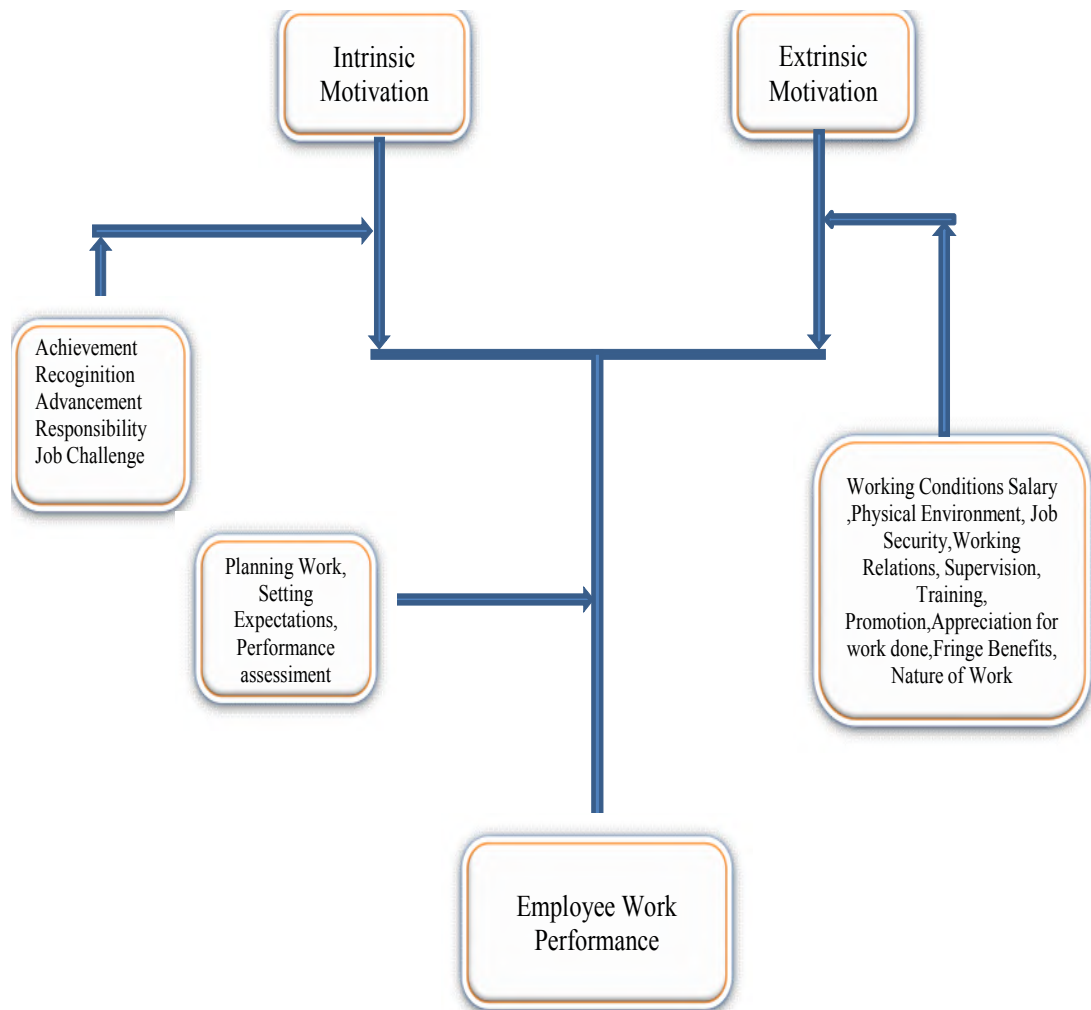
2.2.5 Research Gap

The researches have failed to elucidate the relational implication that exists between both forms of motivation (Extrinsic and Intrinsic) and employee work performance and the factors that may influence or modulate the relationship. Furthermore, the studies are not explaining the any best and appropriate combination of various motivators such as salaries, job security, and recognition to enhance optimal employee work performance for the organizational managers. They additionally need efficient process by which an office incorporates its specialists as individuals and people from a gathering, in upgrading various leveled suitability in the accomplishment of office mission and destinations. Instances of these procedures are masterminding work and setting wants, reliably checking execution, developing the capacity to perform, irregularly evaluating performance and remunerating great act (U.S Office of personnel management: 2008).

2.2.6 Conceptual Framework

The theoretical structure in Figure 2.2 explains the relationship between motivation and employee work performance.

Figure 2. 2: Conceptual Framework



Source: Researchers Construct 2017

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This part introduces the approach utilized as a part of this investigation. It covers the examination design, study populace, unit for analysis, specimen and sampling systems, and research instruments utilized as a part of gathering information for the examination. It too includes information accumulation techniques, data reliability and analysis plan and ethical consideration.

3.1 Research Design

The research design was descriptive study selected given the rationale, question and population of the study. A descriptive study is a research whose reason for existing is to deliver an exact portrayal of people, occasions or circumstances (Saunders et al., 2007). It has preference of delivering great measure of responses from an extensive variety of individuals, and it can likewise be utilized with more prominent certainty as to specific interest of exceptional intrigue or qualities to a researcher. Be that as it may, the technique has a few shortcomings, for example, tedious, constrained representativeness of the specimen, planning and steering information gathering tool in attempting to guarantee the decent reaction pace. Likewise, the point of confinement exists for quantity of the inquiries the questionnaire may include.

3.2 Study Population

Study population is the universe of units from which a specimen is to be chosen (Bryman and Bell 2011), The target population of the study comprised 750 workers of the East Coast Oils and Fats Ltd in Kurasini Dar es salaam.

3.3 Sample size and Sampling Technique

sampling is the route toward picking units (e.g. people, associations) from a populace of intrigue so that by thinking the specimen estimate, a sensibly total up occurs is taken back to the populace from which they were picked (Trochim, 2006).

According to Bryman and Bell (2007), specimen estimate is the once-over of all units in the populace in which a specimen is chosen from. The researcher considered confidence level of 90.35% to touch base at the required sample size, in which case the Devaus (2002) blueprint was connected:

$$n = N/1+N (a)^2$$

Where:

N = Target Population

a = Required Confidence Level

n = Sample Size

Thus:

$$n = 750/1+750(0.0964)^2$$

= 90

The sample size then comprised 90 respondents, whereas the sampling technique was systematic Random Sampling, a probability sampling, where individuals in the population are known and each has a certain probability of being selected. Thus the technique was used to obtain 90 out of 750 respondents at the interval of 8 respondents on the target population. This was done purposely to match with the required 90.35% Confidence level of the study, leaving the margin error to be just only 9.65% of the reliability of the results.

Table 4. 1: Distribution of the respondents

TARGET GROUP	ESTIMATED NUMBER	SAMPLE SELECTED
Accounts & Administration	119	7
Production Staffs	292	35
Engineering & Maintenance	46	6
House Keeping & Environment	67	8
Stores Departments	293	34
TOTAL	750	90

3.4 Sources of Data

3.4.1 Primary Data

Primary data consist of resources that one has accumulated without anyone else through precise perception, data chronicles, the aftereffects of surveys and meetings and contextual analysis which one has aggregated (Blaxter 2001). In perspective of the idea of the subject, primary data was collected; hence it was the main and the most appropriate source to use through the aid of questionnaires.

3.4.2 Secondary Data

Secondary data was composed from records, reports and published papers and the internet. Saunders et al., (2007) characterized optional information as information utilized for a venture that was initially gathered for some other reason. These sources helped researcher to understand how other authors have defined and measured variables on the study.

3.5 Data Collection Method

Facts were gathered by the use questionnaires in this study. Kumar (2005) characterizes a survey as composed rundown of inquiries, the responses to which are recorded by the respondents. The questionnaire was designed in such a way that

each question in the questionnaire addressed the objective (Mugenda & Mugenda, 2003). According to Kothari (2004), the questionnaire method is considered appropriate because it is free from bias of the researcher, questionnaires are the cheap way in accumulating facts from a probably substantial figure of respondents. Questions were in the open ended and closed or constrained decision arrange format. In the open ended question, the respondents were to detail their own replies. For the closed configuration, respondents were coordinated to pick between a few given choices. The open-ended configuration is relied upon to permit investigation of the scope of conceivable topics emerging from an issue.

3.6 Data Analysis

The crude information that would be gotten from an investigation is futile unless it is changed into data with the end goal of decision making (Emercy and Couper, 2003). In the analysis data was sorted, coded and summarized. Tables or diagrams were used to demonstrate the recurrence of event and utilizing measurements, for example, lists to empower examinations, through building up factual connections between factors to complex factual modeling (Saunders et al, 2007). SPSS was used to analyze the coded data to reduce errors and improve the data reliability. Regression analysis was also used as a tool of analysis in establishing the relationship of motivation and employees work performance from collected data.

3.7 Data Reliability and Validity

Data Reliability alludes to the solidness of the measure used to consider the connections between factors (Ghauri & Grönhaug 2005, 81). The inquiries and number of things in the questionnaire were composed mulling over the issues identified with the problem and objectives of the study and the number of respondents. The data was analyzed by SPSS to generate the Reliability test of greater than 0.75 Cronbach alpha that can be accepted in social science studies.

The research design, methods, data collection techniques enabled the findings that truly represent the research question.

Figure: 3.7

Reliability Statistics	
	N of Items
.075	32

Basis: Research Data, 2017

3.8 Issue of Ethical considerations

Ethics is rooted in the ancient Greek philosophical inquiry of moral life. It refers to a system of principles which can critically change previous considerations about choices and actions. It is said that ethics is the branch of philosophy which deals with the dynamics of decision making concerning what is right and wrong. The below are the considered research ethical issues for this particular study:

- Informed consent: - is the major moral issue in conducting any research. As indicated by Armiger: "it implies that a man intentionally, deliberately and keenly, and in an unmistakable and manifest way, gives his assent", informed consent is one of the ways by which a person's entitlement to autonomy is ensured to prevent attacks on the individual and in order to take part in the study on the study voluntary only if they have information on the possible risks and benefits of the research.
- Respect for anonymity and confidentiality: - The issue of confidentiality and anonymity is closely connected with the rights of beneficence, respect for the dignity and fidelity. Some of the respondents did not want their personal details be revealed to anyone for fear, and respecting the anonymity is the researcher's obligation to adhere.
- Respect for privacy: - an invasion of privacy happens when private information such as beliefs, attitudes, opinions and records, is shared with others, without an individual's knowledge or consent. Thus privacy is an ethical issue to be considered.

- Beneficence- Do not harm:- this is an ethical issue were by the researcher ought not to harm any of his/her respondents, sponsors, society as a result of his/her research work.

CHAPTER FOUR

PRESENTATION OF FINDINGS AND ANALYSIS

4.0 Introduction

This section shows the discoveries whereby facts are analyzed in line with the research questions and objectives, and the same are presented in statistical tables and percentiles. The study involved a total of 90 respondents to give views on relationship between motivation and employee work performance at East Coast Oils and Fats Ltd. The data analysis was in Quantitative form for the closed ended questions and qualitative form for the open ended questions.

4.1 Quantitative Analysis

In this analysis, various statistical procedures were used such as descriptive statistics e.g tables with the aid of SPSS.

4.2 Demographic Characteristics of the respondents

Table 4. 2: Gender of Respondents

		Frequency	Valid Percentage
	Female	43	47.8
	Male	47	52.2
	Total	90	100.0

Basis: Research Data, 2017

From Table 4.2 above, it is an illustrated male were the majority (52%) and females were 48%. This implies there is a considerably fair consideration of males and females by the Company.

Table 4. 3: Age of Respondents

AGE		Frequency	Valid Percentage
	18 -30 Years	35	38.9
	31-40 Years	33	36.7
	41-50 Years	17	18.9
	51- Above	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

In the above table it is striking that a significant number of the respondents were youth between 18-30 years, who were about 39%, followed by 31-40 years with 36%, 41-50 with 19% and very senior staffs were only 6% and the average, the company apparently retains mostly young and energetic staffs in its activities.

4.3 Factors that motivate employees

Respondents were made a request to agree or disagree on the factors that motivate them as employees.

4.3.1 Recognition

Table 4.3 illustrates that 76% of the respondents concurred that they were persuaded by recognition at their work, 13% Disagree and 11% were Uncertain. This means a good number of employees in the organization were highly motivated by recognition and looked forward to be recognized by their superiors for their good conducts.

Table 4. 4: RECOGNITION

Responses		Frequency	Valid Percentage
	Strongly Agree	22	24.4
	Agree	46	51.1
	Uncertain	10	11.1
	Disagree	9	10.0
	Strongly Disagree	3	3.3
	Total	90	100.0

Basis: Research Data, 2017

4.3.2 Salary and Benefits

Table 4.3.1 display the distribution of the responses from the Respondents on how salary and benefits motivated them. The findings indicated 88% of the respondents agreed that salary and benefits motivated them, 11% Disagreed and 1% were Uncertain. This is testified by the work of Fredrick Herzberg in 1959 “The motivation to work” where highlighted hygiene factor as among the elements like wages, salaries and fringe benefits acts as satisfiers that motivated the employees.

Table 4. 5: Salary and Benefits

Responses		Frequency	Valid Percentage
	Strongly Agree	47	52.2
	Agree	32	35.6
	Uncertain	1	1.1
	Disagree	6	6.7
	Strongly Disagree	4	4.4
	Total	90	100.0

Basis: Research Data, 2017

4.3.3 Working Relationships

Respondents were made requested to indicate how work relationship motivated them. Table 4.3.2 illustrates that 91% of the respondents agreed that they were motivated, 8% Disagreed and 1% were uncertain. From the above findings, employees can also be motivated by Working Conditions among other factors. It important now that organizations put various means or procedures that will ensure there is a good working relationship between employees themselves and their management at large.

Table 4. 6: Working Relationships

Responses		Frequency	Valid Percentage
	Strongly Agree	43	47.8
	Agree	39	43.3
	Uncertain	1	1.1
	Disagree	2	2.2
	Strongly Disagree	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

4.3.4 Promotion

In Table 4.3.3 responses are given on the promotion as a factor motivator whereby 90% of the respondents agreed that Promotion motivate them, 6% Disagreed and 4% were Uncertain. From these findings, employees can be motivated by promotion to various new titles or designations hence Promotion acts as the factor motivator. Vroom 1969 in his expectancy theory expressed that employees are inspired to apply more elevated amount of endeavor if employee feels the same shall prompt decent act thus consequently remunerates, for example, promotions.

Table 4. 7: Promotion

Responses		Frequency	Valid Percentage
	Strongly Agree	41	45.6
	Agree	40	44.4
	Uncertain	4	4.4
	Disagree	3	3.3
	Strongly Disagree	2	2.2
	Total	90	100.0

Basis: Research Data, 2017

4.3.5 Appreciation for work done

Table 4.3.4, shows respondents' n appreciation of the work done as the motivator factor. The table depicts that 82% of the respondents agreed that they were motivated by being appreciated for the work done, 12% disagreed while 6% were uncertain. Given the highest percentage of agreement, appreciation for the work done can be termed as the motivating factor for the employees. This suggests that

other non financial motivators such as appreciation for work done should not be ignored by the organizations that seek to motivate their staffs.

Table 4. 8: Appreciation for Work Done

Responses		Frequency	Valid Percentage
	Strongly Agree	45	50.0
	Agree	29	32.2
	Uncertain	5	5.6
	Disagree	5	5.6
	Strongly Disagree	6	6.7
	Total	90	100.0

Basis: Research Data, 2017

4.3.6 Responsibility

The findings in Table 4.9 are about responsibility as a motivator to employees. Accordingly, 77% of the respondents agreed that when they have a voice and are well involved into organization decision making process they are motivated. Another 14% disagreed on the same while 9% were uncertain. Fredrick Herzberg (1968) postulates that responsibility at work motivates employees. From the below findings, individual who are integrated into various decision making for the organization seem to be motivated; hence responsibility can be used as an agent for motivating individual at work places.

Table 4. 9: Responsibility

Responses		Frequency	Valid Percentage
	Strongly Agree	42	46.7
	Agree	27	30.0
	Uncertain	8	8.9
	Disagree	10	11.1
	Strongly Disagree	3	3.3
	Total	90	100.0

Basis: Research Data, 2017

4.3.7 Opportunity for advancement

From Table 4.3.6, some 81% of the respondents agreed that opportunity for advancement motivated them, 9% disagreed and 10% were uncertain. This means when employees are given chances for advancement like study or soft loans to support them on their individual goals they become motivated. Llopis (2012) hypothesized that everybody desires to be seen and given acknowledgment for their work, in this manner employees are inspired to accomplish and stay relevant and accordingly continually find better approaches to learn, enhance their aptitudes and put resources into themselves, and perform activities that will prompt personal or individual progression.

Table 4. 10: Opportunity for Advancement

Responses		Frequency	Valid Percentage
	Strongly Agree	33	36.7
	Agree	40	44.4
	Uncertain	9	10.0
	Disagree	6	6.7
	Strongly Disagree	2	2.2
	Total	90	100.0

Basis: Research Data, 2017

4.3.8 Nature of Work

Table 4.3.7 demonstrates that somewhere in the range of 87% of the respondents concur that the Work Nature motivate, 8% differ and 5 % were questionable. This recommends workers appreciate the work they do. The finding is in similarity with Brian (2013) that best organization endeavor to structure the work, thus matching the nature of work and that of the employee. Therefore, when individuals love their jobs they become motivated.

Table 4. 11: Nature of Work

Responses		Frequency	Valid Percentage
	Strongly Agree	50	55.6
	Agree	28	31.1
	Uncertain	5	5.6
	Disagree	5	5.6
	Strongly Disagree	2	2.2
	Total	90	100.0

Source: Research Field Data, 2017

4.4 Factors influencing employee work performance

In this case, respondents were made request to respond on the way they agreed on the factors that determined their work performance at their work places.

4.4.1 Incentives

Respondents were requested to indicate how incentives influenced their performance. From the results of the survey as per Table 4.4.1, some 84% of the respondents were influenced by incentives and related compensation packages, 8% disagreed and 8% were uncertain. The results stresses that employees agreed highly that incentives (monetary or non-monetary) determine their performance, thus for the company to improve its workers performance, appropriate incentive packages can be adopted.

Table 4. 12: Incentives

Responses		Frequency	Valid Percentage
	Strongly Agree	59	65.6
	Agree	17	18.9
	Uncertain	7	7.8
	Disagree	4	4.4
	Strongly Disagree	3	3.3
	Total	90	100.0

Basis: Research Data, 2017

4.4.2 Qualification of an employee

From table 4.4.2, it is clear that 71% of the respondents did find a direct relationship between employee qualification and his/her work performance, while 19% did not and 10% of them did not know. Thus from these findings, qualifications cannot be ignored when stressing for employee own performance. Campbell (1990) proposed to person contrasts on performance are the capacity of three determinants (1) decisive learning, (2) procedural information and (3) Motivation The information will always be acquired through attending classes or formal education and hence qualified in a particular field.

Table 4. 13: Qualification of an Employee

Responses		Frequency	Valid Percentage
	Strongly Agree	36	40.0
	Agree	28	31.1
	Uncertain	9	10.0
	Disagree	9	10.0
	Strongly Disagree	8	8.9
	Total	90	100.0

Source: Research Field Data, 2017

4.4.3 Working environment

Employees were made request for pointing regardless of work condition decided how they performed, and from the findings, 64% of the respondents agreed that the working environment determines their performance, while 26% disagreed and 10% were uncertain. Therefore, the working environment that is in harmony with the employees shall result into individual performance.

Table 4. 14: working environment

Responses		Frequency	Valid Percentage
	Strongly Agree	24	26.7
	Agree	34	37.8
	Uncertain	9	10.0
	Disagree	14	15.6
	Strongly Disagree	9	10.0
	Total	90	100.0

Source: Research Field Data, 2017

4.4.4 Training

Research respondents were made request to point out if or not Training can be the factor for their performance. Table 4.4.4 below depicts the distribution of the responses, whereby 88% of the respondents agreed that training was a determinant factor for their performance, 8 % disagreed and 4 % were uncertain. From these findings, it is important for the company to establish training, seminars and workshops that will be provided to its employees on a regular basis so as to increase their performance.

Table 4. 15: Training

Responses		Frequency	Valid Percentage
	Strongly Agree	56	62.2
	Agree	23	25.6
	Uncertain	4	4.4
	Disagree	5	5.6
	Strongly Disagree	2	2.2
	Total	90	100.0

Source: Research Field Data, 2017

4.4.5 Management

Participants were requested to indicate if management was a determinant factor for their performance. From the findings in Table 4.16, some 70% of the respondents agreed that management style was a determinant factor for their performance, 20%

disagreed and 10% were uncertain. The treatment of employees are being treated determines their performance and motivation. According to Lawler (2003), good leadership e.g Democratic or consultative and management style (MBO and MBWA) have varying degrees of motivation for workers. Managers who are proactive listeners create good atmospheres for the employees by gathering information as much as possible so that challenging situations cannot be magnified. Therefore, presence of a sound management style determines individual work performance; hence it is vital for the organization should not ignore that for better employees' performance.

Table 4. 16: Management

Responses		Frequency	Valid Percentage
	Strongly Agree	31	34.4
	Agree	32	35.6
	Uncertain	9	10.0
	Disagree	10	11.1
	Strongly Disagree	8	8.9
	Total	90	100.0

Basis: Research Data, 2017

4.4.6 Experience of employee

Respondents were made request to signify how experience determined their performance, and the table below shows the results. Accordingly, 74% of the respondents agreed that experience determined their performance, 15% disagreed while 11% were uncertain. From the findings, it is clear that experience, among other factors, matters when it comes to employees' work performance. Thus, the longer the experience, the higher the employee work performance and verse versa.

Table 4. 17: Experience Of Employee

Responses		Frequency	Valid Percentage
	Strongly Agree	33	36.7
	Agree	34	37.8
	Uncertain	10	11.1
	Disagree	8	8.9
	Strongly Disagree	5	5.6
	Total	90	100.0

Basis: Research Data, 2017**4.4.7 Age and Health of Employees**

Respondents were made request if or not grow old and healthiness of the employee was determinant factors for the performance. From the findings, majority 78% of the respondents believed that age and health were among the determinant factors for their performance, 14% disagreed and 8% were uncertain. When an employee is senior or has health problems, his/her performance drops.

Table 4. 18: Age and Health of Employee

Responses		Frequency	Valid Percentage
	Strongly Agree	35	38.9
	Agree	35	38.9
	Uncertain	7	7.8
	Disagree	8	8.9
	Strongly Disagree	5	5.6
	Total	90	100.0

Basis: Research Data, 2017**4.4.8 Job Security**

Respondents were made a request to demonstrate how job security decided their work performance. From Table 4.4.8 beneath, (62%) agreed that job security determined their performance, 21% disagreed and 17% were uncertain. The majority agreement implies that individuals prefer stability in their jobs and the organization should establish a sound retention system for them to perform at their best.

Table 4. 19: Job security

Responses		Frequency	Valid Percentage
	Strongly Agree	25	27.8
	Agree	31	34.4
	Uncertain	15	16.7
	Disagree	14	15.6
	Strongly Disagree	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

4.5.0 Factors serving as satisfaction or dissatisfaction among Employee

4.5.1 Personal growth opportunity

From the below table 4.5.1 below, majority of the respondents (72%) showed dissatisfaction on personal growth opportunity, 16% were satisfied and 12% were uncertain. From these findings, majority showed high level of dissatisfaction, which implies that there is little or less personal growth opportunity provided by the organization. Therefore, to increase job satisfaction, the company should ensure that there are opportunities for personal growth.

Table 4. 20: Personal Growth Opportunity

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	45	50.0
	Dissatisfied	20	22.2
	Uncertain	11	12.2
	Satisfied	12	13.3
	Highly Satisfied	2	2.2
	Total	90	100.0

Basis: Research Data, 2017

4.5.2 Recognition at work place

Table 4.5.2 details that majority (70%) of the individuals believed that recognition is a dissatisfaction factor, 20% disagreed and believed recognition is a satisfaction factor, and 10% were uncertain. Based on the findings, it is clear that the organization lacks recognition at its workplace, thus individuals become satisfied when they are recognized at their workplaces.

Table 4. 21: Recognition at Work Place

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	44	48.9
	Dissatisfied	19	21.1
	Uncertain	9	10.0
	Satisfied	13	14.4
	Highly Satisfied	5	5.6
	Total	90	100.0

Source: Research Field Data, 2017

4.5.3 Organizational Rules and Policies

Based on Table 4.5.3, majority of the respondents (76%) were dissatisfied with the rules and policies of the organization, 13% were satisfied, while 11% were uncertain. From the findings, the organization seems to have in place rules, policies and procedures that do not foster satisfaction to its employees. Thus, to ensure employees' satisfaction and improve work performance, the organization has to establish friendly and fair policies and rules, for example, policies on hiring and retention of the employees.

Table 4. 22: Organizational Rules and Policies

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	41	45.6
	Dissatisfied	27	30.0
	Uncertain	10	11.1
	Satisfied	9	10.0
	Highly Satisfied	3	3.3
	Total	90	100.0

Basis: Research Data, 2017

4.5.4 Supervision

Table 4.5.4 beneath illustrates the respondents' views of how supervision satisfied or dissatisfied them. The majorities (84%) of the respondents were not satisfied with the supervision, 8% were satisfied and 8% were uncertain. The findings explain that there is a problem with the supervision; for the employees to be satisfied, supervision should be very much clear. For example directives should be clear and unambiguous and they should report to one boss, as employees are discouraged when they take multiple directives from different bosses; and thus quality and performance of the work cannot be attained.

Table 4. 23: Supervision

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	46	51.1
	Dissatisfied	30	33.3
	Uncertain	7	7.8
	Satisfied	7	7.8
	Total	90	100.0

Basis: Research Data, 2017

4.5.5 Job Security

From Table 4.5.5, about 79% of the respondents believed they were dissatisfied with the job security, 11% were satisfied with the same while 10% remained uncertain. The findings demonstrated that most of the respondents were not satisfied with job

security in the organization. Job insecurity resulted into poor performance as employees were not fully committed, engaged and royal to the company, thus the company should improve job security, if it wishes to satisfy its employees and increase their level of performance.

Table 4. 24: Job Security

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	46	51.1
	Dissatisfied	25	27.8
	Uncertain	9	10.0
	Satisfied	7	7.8
	Highly Satisfied	3	3.3
	Total	90	100.0

Source: Research Field Data, 2017

4.5.6 Responsibility

The majority of the respondents (77%) were dissatisfied by the Responsibility, 15% Disagreed and 8 % were uncertain. From the table below, it is clear that the management of the company did not involve individuals in various decisions making, and thus they remained unsatisfied.

Table 4. 25: Responsibility

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	42	46.7
	Dissatisfied	27	30.0
	Uncertain	7	7.8
	Satisfied	11	12.2
	Highly Satisfied	3	3.3
	Total	90	100.0

Source: Research Field Data, 2017

4.5.7 Co – worker relations

Respondents were requested to indicate how co-worker relation satisfied or dissatisfied them. Based on Table 4.5.7 below, majority of the respondents (78%)

were satisfied with the co-worker relations while 14% were dissatisfied and 8% remained uncertain.

There seems to be no challenges on the relationship among employees, though the company should strive constantly to improve this relationship and reduce the 14% of those who are still dissatisfied.

Table 4. 26: Co-worker relations

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	7	7.8
	Dissatisfied	6	6.7
	Uncertain	7	7.8
	Satisfied	41	45.6
	Highly Satisfied	29	32.2
	Total	90	100.0

Basis: Research Data, 2017

4.5.8 Work itself

Majority of the respondents (70%) were satisfied with their work, 21% were dissatisfied and 9% were uncertain. From these findings, it is clear that most of the employee love the task that they currently did, this is great news to the company as it has some challenges that they don't have to deal with; if the employees will not love what they do, they will become dissatisfied and their work performance will be ill affected. It is important for the company to recruit properly and match the right jobs with the right people. Reallocation of employees should be done in the light of the work to enhance job satisfaction and performance.

Table 4. 27: Work Itself

Responses		Frequency	Valid Percentage
	Highly Dissatisfied	11	12.2
	Dissatisfied	8	8.9
	Uncertain	8	8.9
	Satisfied	34	37.8
	Highly Satisfied	29	32.2
	Total	90	100.0

Basis: Research Data, 2017

4.6.0 Relationship between motivation and employee work performance

4.6.1 Salary and Benefits

The respondents were asked to indicate how salaries and benefits were related to their work performance. The majority (90%) indicated high relationship between salary and benefits and their work performance, 9% saw no relationship and 1% were uncertain. It is certain that salary is highly related to employee performance, and thus organizations should strive to provide considerable and fair salaries and benefits to enhance their performance for the betterment for the organization. Low salary and wage might be the reason why the organization is struggling with employee work performance.

Table 4. 28: Salary and Benefits

Response		Frequency	Valid Percentage
	Very High	54	60.0
	High	27	30.0
	Uncertain	1	1.1
	Low	3	3.3
	Very Low	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

4.6.2 Working Conditions

Under this factor, respondents were asked to indicate how they believed working condition was linked to their performance. Table 4.6.2 underneath illustrate majority (80%) individuals indicated high relationship, 16% saw no relationship between working condition and employee work performance, and 4% were uncertain. It is very important for the organization to maintain excellent working conditions for the improved employee performance. The lack of good working conditions will negatively affect the organization in terms of the employees work performance as indicate by the findings in the table below.

Table 4. 29: Working Conditions

Response		Frequency	Valid Percentage
	Very High	32	35.6
	High	40	44.4
	Uncertain	4	4.4
	Low	5	5.6
	Very Low	9	10.0
	Total	90	100.0

Basis: Research Data, 2017

4.6.3 Promotion Opportunities

Majority respondents (83%) agreed that there is a great link between promotion and their work performance, 13% disagreed while 4% remained undetermined. This finding shows that employee performance can be improved through promotion of employees to various designations they may fit in. This is a non-financial motivational factor that can be used in combination with other factors to improve the performance of the employees in an organization.

Table 4. 30: Promotion Opportunities

	Response	Frequency	Valid Percentage
	Very High	42	46.7
	High	33	36.7
	Uncertain	3	3.3
	Low	6	6.7
	Very Low	6	6.7
	Total	90	100.0

Basis: Research Data, 2017

4.6.4 Opportunity for Advancement

Larger part of the respondents (90%) concurred that opportunity for advancement is related to employee work performance, (7%) they did not believe there is any connection between opportunity for advancement and employee work performance, and 3% were uncertain. From these findings, an organization seeking to improve its workers performance can be advised to put more emphasis on giving opportunities for individual advancements, for example, soft loans for education and so forth.

Table 4. 31: Opportunity for Advancement

	Response	Frequency	Valid Percentage
	Very High	39	43.3
	High	42	46.7
	Uncertain	3	3.3
	Low	1	1.1
	Very Low	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

4.6.5 Appreciation for work done

From Table 4.6.5, some 89% and majority of the respondents agreed that motivation through appreciation for work done is linked to their work performance, 7% disagreed, while 4 % remain uncertain. Therefore, motivation in this case is highly related to employee work performance. Therefore, for an organization to improve its

work force performance, they may wish to look on the appreciation of individual workers for the job finished.

Table 4. 32: Appreciation for Work Done

Responses		Frequency	Valid Percentage
	Very High	48	53.3
	High	32	35.6
	Uncertain	4	4.4
	Low	1	1.1
	Very Low	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

4.6.6 Supervision

The majority of the respondent 80% agreed that supervision is related to their work performance, 13% disagreed and 7 % didn't know. This infers good direction enhances employee's performance; hence motivation is related to work performance of an individual. Therefore, the better the supervision, the greater is the performance. Management should establish supervision style that is healthy to the working staffs if at all it wishes to increase their performance and keep them satisfied.

Table 4. 33: Supervision

Responses		Frequency	Valid Percentage
	Very High	32	35.6
	High	40	44.4
	Uncertain	6	6.7
	Low	6	6.7
	Very Low	6	6.7
	Total	90	100.0

Basis: Research Data, 2017

4.6.7 Responsibility

In this aspect, respondents were made a request to show how obligation as a factor for motivation influenced their work performance. The findings in Table 4.6.7 show that the majority (81%) agreed that responsibility really influenced their work, 13% disagreed and 6% were not sure. From this result, it is clear that employees wish to be involved in the matters concerning them and the organization to perform best.

Table 4. 34: responsibility

Responses		Frequency	Valid Percentage
	Very High	36	40.0
	High	37	41.1
	Uncertain	5	5.6
	Low	7	7.8
	Very Low	5	5.6
	Total	90	100.0

Basis: Research Data, 2017

4.6.8 Job Challenge

From Table 4.6.8, some 61% of the respondents agreed that job challenge positively influenced their work performance, 27% disagreed and 12% were uncertain. It is thus important that organization should create their jobs with considerable challenges to influence performance; the higher the challenge the job offers seems to influence workers' performance. Individuals believe the complexity of the job enhances their abilities, knowledge and thus feel a sense of accomplishment when the particular task at hand is successfully completed.

Table 4. 35: Job Challenge

Responses		Frequency	Valid Percentage
	Very High	17	18.9
	High	38	42.2
	Uncertain	11	12.2
	Low	9	10.0
	Very Low	15	16.7
	Total	90	100.0

Source: Research Field Data, 2017

4.7 Qualitative analysis

The qualitative data analysis is that sort of analysis that is non-numerical. This analysis is based on the open ended questions that are on the questionnaire and reflected the research questions and objectives.

4.7.1 Factors that motivate Employee

Respondents were gotten some information about the elements that motivated them to perform, and the below were the frequent responses from them:

Salary, high wages, good supervision, employee loans, complimentary, housing benefits to foreigners, team working, promotion, job security, job challenge, nature of work, benefits, trainings, opportunity for advancement .freedom or flexibility of duty, good relationship between management and employees, good communication between management and employees ,good leadership and working environment, responsibility, working conditions, good organizational policies, good supervision, availability of working tools and equipments, office peace and tranquility, recognition, (Source: Research Field Data, 2017).

Respondent were asked to rank the factors above that motivated them greatly; and most respondents ranked:

Salary benefits, promotion, good supervision, opportunity for advancement, working conditions, job security and organizational policies.

Salary and wages were ranked highly; thus for organization wishing to use financial motivators, salaries and wage in this case can be recommended. This should also be associated with non-financial motivators, including promotion, good supervision, opportunity for advancement, working condition, job security and organizational policies.

This suggests that both financial and non-financial motivational factors can be used; and so the organization has to establish the best combination of these factors to yield highly motivated staff in its family.

4.7. 2 Factors Influencing Employees Work Performance

Respondents were asked to mention factors that they believed led to or determined their performance; and below are the average or frequently mentioned factors:

Salary, training, seminar and workshops, promotion, recognition, technology, opportunity for advancement, team work, good supervision, good communication, good management style, working conditions, experience of employee, age and health of an employee, incentives, job challenge, qualification of an employee, job security.
(Source: Research Field Data, 2017).

From the above responses, salary and incentives, training, experience, team working, good management and supervision were mentioned nearly by every respondent.

The respondents were asked whether or not training and workshops were conducted to improve their skill, and majority responded with a 'NO'. Apparently, there are no training opportunities in the organization to improve workers' skills to enhance their work performance.

Lastly, majority of the respondents responded with YES when they were asked if they believed they had required experience and qualification for the role they work currently. From these findings, it seems the organization did a perfect matching between job requirement and the candidates for the same.

4.7.3 Factors Serving as Satisfaction or Dissatisfaction

The following are the responses from the respondents on the factors that satisfy them as employees: *Work itself, co-worker relations, respect among peers, good communications, health insurance (NHIF) provision, launch allowance,* (Source: Research Field Data, 2017).

This confirms Herzberg (1968) motivator –hygiene which stipulates that there are certain factors that are linked to job satisfaction; and these variables are identified with the occupations of a specific person and their presence will lead to job motivation and satisfaction.

For the case of factors that dissatisfy them at their work place, the following were their responses: *Salary and incentives, poor personal growth opportunity, recognition, administrative practices, supervision, working environment, lack of trust, promotion, job security, lack of operational equipments and tools, harsh languages, management style* (Source: Research Field Data, 2017).

These factors are referred to as maintenance factors Herzberg (1968). Individuals may be motivated but at the same time very much dissatisfied. For the organization to improve the factors for dissatisfaction and enhance individual working performance, there should be such an environment that supports individual workers to perform at their best. When asked how they think their paid salaries are compared to their roles and job profile majority responded “POOR”

4.7.4 Relationship between motivation and employee work performance

Respondents were made request if inspiration had any impact on their performance and the responses were as below: *Yes indeed, I think so, strongly it has impact* (Source: Research Field Data, 2017)

From the findings in quantitative and subjective examination above, it can be presumed that, motivating components among many others are such as *recognition at work place, Fair salaries and benefits, working relationship, promotions, supervision and management style, appreciation for work done, responsibility, opportunity of advancement, and Nature of work*, and the same leads to job satisfaction.

For the determinants of employees work performance; *salary and incentives, training, experience and qualification of an employee, age and health of an employee, job security, working environment, promotion, recognition, supervision and management style and opportunity of personal growth*. In this way, there is a connection amongst motivation and employees' work execution as inspiration affects their execution.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 introduction

This part shows the rundown of the discoveries of this research, makes recommendations and makes inferences and highlights areas of further possible studies.

5.1 Summary of the findings

5.1.1 Respondents background information

Most of the respondents were males (47%) and Females were 43% of the respondents. Based on the findings, the composition of male and female was rather fair; there is no significant difference to imply single gender dominance. Majority of the respondents (76%) were aged between 18 and 40 years while those aged above 41 and constituted 24%, meaning that the company has more youth who are energetic for the roles they currently undertook. Many respondents, however, were not comfortable revealing their academic qualifications for some reasons not known to the researcher and thus many did not indicate in the questionnaires.

5.1.2 Factors that motivate employees

From findings, it is clear that majority (91%) indicated that they are highly motivated by working relationship, followed by promotion, salary, nature of work, open door for progression, gratefulness for work done, recognition & responsibility. additional factors included job challenge, good leadership and management style and good organizational policies and procedures.

5.1.3 Factors influencing employee work performance

The investigation uncovers that workers believed in Training, salary & Incentive from the company greatly affected work efficiency. Thus organization ought to, therefore, pay a special attention to these factors. Furthermore, the study reveals more factors that influence individual performance as age and health of an employee, experience of an employee, qualification of an employee, working

condition and job security. For the organization that seeks to improve its work force performance, it may wish to take into account the mentioned above factors.

5.1.4 Factors serving as satisfaction or dissatisfaction among Employees

The examination demonstrates that workers are satisfied highly with Co-worker relationship and Work it-self, allowances and provision of health insurance (NHIF). However, the majority were dissatisfied with salary, recognition, organizational rules and procedures, personal growth opportunity, promotion, responsibility, training and job security. If taken care of by the organization, these dissatisfaction factors can be satisfaction factors. This might be among the reasons why the company is struggling with the issue of employee work performance..

5.1.5 Relationship between motivation and employee work performance

The majority of the respondents indicated that salary and opportunity of advancement influence them highly to perform better. Therefore, organizations have to have fair salary scales and give opportunity for individuals to advance themselves, for example education. Furthermore, the findings discovered other factors that positively link motivation and employee work performance such as working condition, promotion, appreciation for work done, and recognition. Majority of the respondents agreed that motivation has impact on their occupation efficiency. Thus, a positive relationship exists between motivation and employees' work performance.

5.2 Conclusion

In light of the investigation objectives and its discoveries on a case of factor that motivate employees, it can be concluded that, working relation, Promotion, Salary and Nature of work were the main factors that motivated them best among other motivation factors such as appreciation for work done, opportunity for advancement and recognition at work place.

It can be concluded further more on the factors serving as satisfaction or dissatisfaction among Employees that the factors such as co-worker relation and the work alike were the main sources of their satisfaction among others such as provision of Health Insurance to the employees (NHIF). Also, it can be conclude

that the factors that served as dissatisfaction included salary, recognition, training, appreciation for work done.

For the components that influenced laborers work efficiency, it might be inferred that the main factors were salary, training, age and health of an employee, experience and qualification of an employees. Other factors included working conditions and job security.

From the findings on this study, it is inferred that there is sure connection amongst inspiration and employee work performance. Thus, the absence of adequate motivation packages within an organization may give rise to poor work performance of employees and other undesired attributes. Moreover, the problem that the company has can be addressed by establishing effective motivation system in the organization.

5.3 Recommendations

These proposals depend on the discoveries of this study:

1. The study reveals that there are limited or no opportunities for formal training workshops and seminars to enhance and develop employees' skills so that they are updated. Thus, it is recommended that the organization should establish training for its workforce that follows the guidelines of Training Needs Analysis (TNA) to ensure that the training, workshops and seminars are not a waste of time and resources and are beneficial to the organization.
2. The study also found out that salaries are a motivation factor mentioned by the Majority of the respondents. Thus, it is recommended that salaries should be revised regularly to suit the current economic status of people's lives, and that salary scales should be fair compared to the roles, responsibilities, sensitivity, nature and confidentiality of the task at hand.

3. The findings of the study also suggest that promotion phenomenon in the organization dissatisfied employees, there are limited or no promotions in various departments. For employees may work in the same position for a number of years, and this becomes monotonous and discourages their performance. Hence, through promotion, employees can be satisfied and stay motivated.
4. The study also found that supervision and recognition lacked in the organization, employees are not satisfied by the kind of supervision practiced and there is no recognition or appreciation for the work done. Thus it is recommended that supervision be examined, supervisors and managers should be examined to find out if they violate or misuse their titles, build the organizational culture that is based on giving recognition and appreciation for the work done, and managers should be trained on how to supervise and keep employee motivated at all times.
5. Job security was found to be an issue and, therefore, it is recommended to be rechecked, the issue of performance might be ill affected by the job security, the organization seems to have no retention system in place, and thus establishing a system that seeks to recruit, develop and retain employees will benefit the organization since it will satisfy and motivate employees towards better work performance.

5.4 Areas of further research

- 1) Relationship between training and employee performance.
- 2) Effects of performance management on employee performance.
- 3) Significances of motivation on employee work performance.
- 4) Impact of employee behavior on performance.

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APPENDICES

Appendix 1: Questionnaire

QUESTIONNAIRE FOR EAST COAST STAFFS

PART ONE

Instruction

Kindly answer all inquiries:

1. The questionnaire is comprised of both open ended and close ended inquiries.
2. The open ended inquiries are to be filled in the space given while the closed inquiries expect you to choose one of the alternatives of the letters or as instructed.
3. All data given will stay classified; and to keep up secrecy no names are required however for the simplicity of investigation, please demonstrate your own subtle elements as displayed in the Questionnaire.

PERSONAL DATA

Personal Details:

Name.....
Department.....
Position:.....
Age:.....
Gender.....
Year of
Experience.....
Highest education Qualifications.....

PART TWO

FACTORS THAT MOTIVATE EMPLOYEE

The below list contains factors that motivate employees at work places and status of agreement or disagreement i.e. unequivocally Agree (SA), Agree (A), Uncertain (U), Disagree (D) and Strongly Disagree (SD). If you don't mind respond on how these factors motivate you by ticking in the applicable space 1-5, with excellent ranked as highest and poor the lowest.

S/N	QUESTIONNAIRE ITEMS	SA 5	A 4	U 3	D 2	SD 1
1	Recognition					
2	Salary and Benefits					
3	Working Relationship					
4	Promotion					
5	Appreciation For Work Done					
6	Responsibility					
7	Opportunity for Advancement					
8	Nature of Work					

- 1) Apart from the factors listed in the Questionnaire item above, what other factors do you think also contribute to effective performance at ECOFL?:.....

- 2) How will you rank these factors from the highest motivating factor to the lowest:

.....

PART THREE

FACTORS INFLUENCING EMPLOYEE WORK PERFORMANCE

Please show how you agree with the determinant factors of employee performance at the ECOFL as provided below by ticking in the appropriate space of your choice.

S/N	QUESTIONNAIRE ITEMS	SA 5	A 4	U 3	D 2	SD 1
9	Incentives					
10	Qualification of an Employee					
11	Working Environment					
12	Training					
13	Management					
14	Experience of Employee					
15	Age and Health of Employee					
16	Job security					

- 1) What do you feel might be the factor(s) for your better performance in the role you play at at ECOLF?

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- 2) Do the training and workshops conducted contribute in improving your skills?

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.....

- 3) Do you feel you have required experience and qualification for the role you play currently?

.....

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PART FOUR

**FACTORS SERVING AS SATISFACTION OR
DISSATISFACTION AT THE ECOFL**

It would be ideal if you demonstrate how the components underneath prompt your fulfillment or disappointment by ticking in the cell of your choice from 1-5 same procedure as in part two.

S/N	QUESTIONNAIRE ITEMS	SA 5	A 4	U 3	D 2	SD 1
17	Personal Growth Opportunity					
18	Recognition at work Place					
19	Policies, rules and Administrative Practices					
20	Supervision					
21	Job security					
22	Responsibility					
23	Co-worker relations					
24	Work itself					

1) What factors satisfy you as an employee?

.....

.....

.....

.....

2) What factors dissatisfy you at your work place/station?

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

3) What don't you have among Personal Growth opportunity, Recognition, Job security, working relationship at your work place?

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

4) Do you think you are generously compensated considering your part and occupation profile?

.....
.....

5) What kinds of treatment do you think they contribute to your motivation/dissatisfaction?

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

PART FIVE

RELATIONSHIP BETWEEN MOTIVATION AND EMPLOYEE WORK PERFORMANCE

Please look over the recommended list underneath how these motivational variables impact your work effecinecy in your current role by ticking in the right cell, ranked from 1-5, Very High (VH),High (H),Uncertain (U),Low (L) and Very Low (VL)

S/N	QUESTIONNAIRE ITEMS	VH 5	H 4	U 3	L 2	VL 1
25	Salary and Benefits					
26	Working Conditions					
27	Promotion Opportunities					
28	Opportunity for Advancement					
29	Appreciation for work Done					
30	Supervision					
31	Responsibility					
32	Job Challenge					

1) Does motivation have any impact on your performance?

.....

.....

.....

.....

.....

Thanks for your dedication to completing this Questionnaire and Kindly

Note that this is only an academic research