

**MIDLANDS STATE UNIVERSITY**



**FACULTY OF SOCIAL SCIENCES**

**DEPARTMENT OF PSYCHOLOGY**

**Extrinsic and intrinsic motivational factors influencing work performance of employees at  
the Zimbabwe National Water Authority (ZINWA).**

**BY**

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## **DEDICATION**

It is with great humility that I dedicate this dissertation to my family (The Mandondo`s) who without their earnest prayers and amazing love I would not have made it this far.

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## ABSTRACT

*The achieved purpose of the study was to determine the motivational factors influencing employee performance at ZINWA and examine how managers can utilize these motivational factors to improve employee performance. Performance levels were dropping as discontentment with the organization's management style was intensifying. Employees had reached a point where they were just coming to work but with no definite goals and zeal to perform their tasks. The researcher then took a quantitative approach and made use of a descriptive research design in a bid to answer questions on the status quo of motivation on work performance. A target population of the office personnel at Mazowe Catchment in Harare provided a sample of 59 participants which determined by using simple random sampling through Krejcie & Morgan's psychological measurement. The data using questionnaires was then analyzed using the Statistical Package for Social Scientist and the presented in the form of tables and graphs indicating descriptive frequencies and percentages as well as through correlations. The research discovered that neglecting extrinsic motivational factors especially those that are part of both the employment contract and the psychological contract has the capacity diminish intrinsic motivational factors and where both factors are silent, performance compromised. The overall view of the research is that motivation is a dominant concept within the workplace and there is a need of bringing innovation and creativity to the institutionalization of motivational factors.*

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This current study seeks to examine the significant role that might be played by motivation in the workplace to facilitate maximum work performance. The study makes a critical analysis of motivation and work performance of employees at ZINWA by identifying the intrinsic and extrinsic motivation factors that might help boost employee performance. This chapter will unravel underlying factors that led to the research through giving a comprehensive background to the study, statement of the problem in context, purpose of the study, delimitations and limitations as well as the definition of terms and a summary of the whole chapter.

### **1.2 Background of the study**

Motivation and work performance are subjects of great significance within the confinements of organizational development and growth. For an organization to achieve any of its objectives it has to depend on its employees to provide creativity and innovation so as to bring about efficiency and effectiveness to the organization. This has always been an integral issue amongst researchers of industrial and organizational psychology, globally largely because of its significance to the workplace. Organizations, irrespective of size and market share, strive to retain the best employees thereby acknowledging their important role to their industry and influence on organizational effectiveness. In order to overcome challenges, organizations should create a strong and positive relationship with its employees so as to direct their energies towards task fulfillment and ensure they have job satisfaction (Fisher, 2012). In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. One of the key strategies is to insure employee are well motivated to perform their duties efficiently. Nevertheless, just a few organizations consider the human capital as being their main asset that is capable of leading them to success yet if not managed properly, human capital might turn into an expense thereby leading to failure of the organization and high staff turnover (Fisher, 2012). According to Ran (2009), employers are faced with the task of motivating employees and creating high job satisfaction among their staff. They ought to developing programs and policies that embrace job satisfaction and serve to motivate employee. When the employer understands the benefits of motivation in the workplace, then the investment in employee-related

policies can be easily justified. If the employees are not satisfied at work and motivated, it becomes a mammoth task for the organization to fulfill its mandate and achieve its goals. In short, the organization cannot attain success. Furthermore, people within the workplace have different and several needs that are continuously competing with each other and vary with an individual. Each person has a different mixture and strength of needs, as some people are driven by achievement while others focus on security. However, if the managers and supervisors are able to understand, predict and control employee behavior, they ought to know what the employees want from their jobs. For that reason, it is essential for a manager, supervisor or anyone responsible for the employees to understand what really motivates employees without making an assumption (Gurland and Lam, 2008). Within the Zimbabwean context, quite a number of changes have taken place largely emanating from globalization and the country's own unique set of challenges particularly the political and economic challenges. The nature and orientation of work within the parastatals has changed and since the economic crash of 2008 most companies have struggled to get back on track and ZINWA has not been an exception of it all. Being a in the water industry with which water is a basic right to every human being, ZINWA was forced to offer most of its customers water on credit. However, as at September 1, 2016, ZINWA was owed over US\$63 million by local authorities and farmers to which of that amount, councils owed ZINWA about US\$32 million, while the balance was owed by farmers. It is however the failure by farmers and municipalities to pay for their water that has had dire consequences on the water authority which saw the parastatal operating on a shoe-string budget which has impaired its ability to timely procure spares for water treatment plants. Consequently, ZINWA has not been able to carry out dam maintenance on time as well as clearing obligations such as the payment of salaries, taxes, levies and pensions and the biggest of all is that its workers have not been paid for the past eight months. This has led to a workplace in which workers are demotivated as intrinsic motivational factors have diminished. Intrinsic motivation which might have been the only source of motivation left has proved to be diminishing also as employee absenteeism has intensified and productivity levels have dropped significantly as the working environment is becoming a danger to the employees. Thus, due to a decline in factors that boost motivation, performance within the organization has hit its lowest. There are however quite a number of aspect to motivation such as training and development of employees that might be utilized to revive motivation within the workplace and hence enhance work performance. The employees at ZINWA-Mazowe Catchment

are going to be the participants of the research so as to try and examine the extent to which motivational dynamics might influence performance positively or negatively.

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

There is underperformance at ZINWA due to a decline in motivation. The workers are no longer aroused by their work, there is the existence of low morale at the workplace and social loafing within the workplace. There are also trends of absenteeism and no formulation of new task strategies which might be an indicator that the workers have given up due to frustration of failing to meet their needs as evidenced by the existence of continuous complains and grumbles against the organizations management. This relates largely to Wentzel & Wigfield (2009) who argue that motivation levels usually affect the organization in the long run as the true reflection of what is really going on might be suppressed initially but not forever. Anderson (2004) also argue that absenteeism is as a result of job dissatisfaction which in most cases is as a result of stressful working conditions. Hence, a climate of low motivation at ZINWA has taken the organization to low levels of work performance from its employees.

### **1.4 Purpose of the study**

The purpose of the study is to determine the motivational factors influencing employee performance at ZINWA and examine how managers can utilize motivational dimensions to improve employee performance.

### **1.5 Research questions**

The research will be guided by the following questions:

- What are the extrinsic factors that influence employee motivation?
- What are the intrinsic factors that influence employee motivation?
- What influence does work motivation has on employee performance?
- In what ways can employees utilize motivation dynamics to enhance their work performance?

## **1.6 Significance of the study**

The core significance of the study is that it might bring about findings that may raise an awareness to managers particularly those within the human resources on how motivation influences work performance. This will be largely due to the research's focus on how seeking to examine the extent to which motivation influences work performance. The finding of the study might also benefit scholars through contributing to the body of knowledge currently available to industrial organizational psychology. Employee might also benefit more through participating which would enhance the awareness of how motivation influences their work performance. It might also benefit motivational theorist by enhancing the scope, understanding and development of relevant and contextual theories. Above all, the research might benefit industrial and organizational practitioners on bridging the knowledge gap on the application and orientation of motivational dynamics and their relationship with work performance.

## **1.7 Assumptions**

There are quite a number of assumptions that might be made in this research but they shall be narrowed down to:

- The right application of motivational factors might lead to improved work performance
- Extrinsic motivational factors are also as intrinsic motivational factors
- The respondents participating in the study will cooperate and truthfully answer all questions asked
- The sample selected will be a representation of the employees at ZINWA

## **1.8 Delimitations**

- The research is mainly focused on ZINWA – Mazowe Catchment which is situated in the CBD of Harare, Zimbabwe.
- The respondents are the employees of ZINWA most of whom are the office personnel which is largely male dominated.
- The research will focus mainly the relationship between motivation and employee performance because the research is largely based on the fundamental assumption that

employee motivation is highly influential to workplace behaviors and ultimately work performance.

- The method of collecting data that will be used is simple random sampling.
- The instrument that will be used to gather data is a questionnaire.

### **1.9 Limitations**

- There is no control during answering of self-report questionnaires by participants hence the researcher will make use of good conduct and quality communication skills so as to build rapport with the clients so that they may respond to the questionnaire truthfully.
- Collecting data using questionnaires is not exhaustive thereby leaving room for potential sources of bias to which the researcher will try and uphold ethical values and professionalism so as to ensure that bias is minimized.
- The participants might be limited by the company policies on the release of sensitive information about the orientation of the workplace though the researcher will guarantee the respondents that the information will be kept confidential and used mainly for academic purpose and might be utilized by the organization where it suits well.

### **1.10 Definition of terms**

- Work motivation refers to intrinsic and extrinsic factors that propel an employee initiate and remain engaged in work related behavior. It is therefore the source of energy, direct and intensity with which the worker taps into so as to perform their duties perfectly well within the workplace. This is further supported by Pinder (2008) when he argues that work motivation is a set of energetic forces that originate both within as well as beyond an individual's being so as to initiate work-related behavior and determine its form, direction, intensity and duration.
- Work performance is a concept that represents the behaviors with which employees engage in while at work which contribute to organizational goals. These behaviors are formally evaluated by an organization as part of an employee's responsibilities. It is about the behaviors that are within the control of the employee and not necessarily about results.



- Intrinsic motivation is performing an activity for and because of its inherent satisfactions rather than for some separable consequence. When intrinsically motivated a person is propelled to act for the satisfaction and challenge entailed to the act rather than because of external pressures and rewards.
- Extrinsic motivation is a construct that pertains to activities done in order to attain some separable outcome that is usually tangible such as a salary. Extrinsic motivation thus contrasts with intrinsic motivation because it is done because of its instrumental value.

### **1.11 Chapter summary**

This chapter presented the introduction of the research through bringing light to the background of the study, statement of the problem, purpose of the study, research questions, assumptions, delimitations of the study as well as the limitations of the study and key terms to be used in the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Literature review involves taking a careful consideration of scholarly materials about a specific topic, in context the role of motivation on work performance, through reading, analyzing, evaluating and summarizing data so as to bring about the significance of the study and discover a knowledge for further research. This chapter shall therefore unravel the literature related specifically to motivation in the workplace further bringing about the role of extrinsic and intrinsic motivational factors within the workplace. Leedy (1997) purports that the function of a literature review is to look at what other researchers have done in areas not necessarily identical but collateral to the current study. This helps determine the feasibility and credibility of the research as it places the research in a wide ranging framework which is the body of knowledge as well as justification to further the research. Nueman (2008) suggest that it is crucial when writing a literature review to consult sources such as journals, textbooks, previous dissertations and research reports. The chapter will therefore be constituted of the conceptualization of extrinsic and intrinsic motivational factors, the role of motivation on work performance, a theoretical framework and the knowledge gap. Central to the literature review will be an analysis and evaluation of previous empirical studies on motivation in the workplace. It is however a fundamental prerequisite to note that quite a number of researches have been conducted concerning motivation in the workplace especially the influence of individual differences but the research understudy will focus mainly on the role of motivation on work performance.

#### **2.2 Intrinsic motivational factors in the workplace**

There are two broad classes of motivation that have been defined and researched across a range of contexts throughout the years which are extrinsic and intrinsic factors (Lin, 2007; Amabile, 1993; Ryan & Deci, 2000). For practical purposes and adequate application of motivation in the workplace such as guiding the direction, intensity and persistence of performance behaviors within the workplace, Cerasoli et. al (2014) defined it in two ways, extrinsic and intrinsic motivation. According to Giancola (2014), the two most basic but fundamental distinctions that can be made between extrinsic and intrinsic motivation is that while extrinsic motivation is driven by external factors, intrinsic motivation is driven by internal factors that are

inherent to the human being. Intrinsic motivation therefore refers to those forces that the individual can control and according to Lin (2007) intrinsic motivation denotes the pleasures and satisfaction than an individual acquires as a result of performing an activity.

There are however quite a number of theories that have been proposed to explain motivation to work related behaviors yet very few is known about the underlying intrinsic motivational factors that drive performance (Nasri & Charfeddine, 2012). Ryan & Deci (2000) accurately defined intrinsic motivation as the drive to perform an activity largely because of the inherent satisfaction rather than the separate outcome that might be associated with it. Lin (2007) argues that this indicates that there is a natural disposition within human beings to assimilate and learn performance behaviors. It therefore alludes to when representatives play out an action out of enthusiasm, for the movement, and for the fulfillment that the experience of playing out that action will convey to them (Lin, 2007). Practices that are inherently spurred are consequently occupied with for their own purpose, and not for whatever other result (Cerasoli et al., 2014).

Previous studies and past reviews have demonstrated that intrinsic motivation can be identified with the employee`s ability to make a positive disposition, in turn prompting increased learning and information sharing in this way encouraging better work execution (Lin, 2007). In that unique circumstance, employees are naturally persuaded for some exercises but not necessarily for all, and it has been discovered that not everyone is propelled by similar exercises (Ryan and Deci, 2000). Numerous reviews and researches affirm that intrinsic motivational factors can be more compelling than extrinsic helpers in inspiring workers and representatives who are characteristically roused perform superior to anything the individuals who are reliant on extrinsic motivation (Nasri and Charfeddine, 2012; Giancola, 2014). Some past research that has proposed that intrinsic rewards are better than extrinsic rewards has done as such with the thinking that representatives see them as a more certain results of performing out an assignment than extrinsic results (Nasri and Charfeddine, 2012).

Furthermore, because of the way that intrinsic motivation exists in the association between an industrial representative and the task, some researchers have characterized intrinsic motivation in terms of the assignment that is performed by the worker, while others have characterized it regarding the fulfillment a representative increases from performing out the errand to which both ways improve ways in which the employees perform at their occupations (Ryan and Deci, 2000).

An example of intrinsic motivation is the means by which self-satisfied a representative feels therefore of performing out the job well (Nasri and Charfeddine, 2012). Renko et al. (201) contends that a worker who hopes to learn and develop as a person while working, because of the work itself, is inspired by inherent rewards and performs more and preferred outcomes over an outwardly propelled individual. Additionally, investigate on benevolence has demonstrated that individuals who appreciate helping other people are intrinsically motivated and assume an imperative part in encouraging better execution within the working environment (Lin, 2007). Cerasoli et al. (2014) additionally express that when extrinsic motivational factors are powerless or missing inside the working environment, intrinsic motivation will turn into the main practical driver of execution. It has likewise been proposed that an effective working environment staff can be acquired by selecting proactive representatives whom have high confidence and are intrinsically motivated (Lin, 2007).

A significant part of the literature on the theme of intrinsic and extrinsic motivation and how it contrasts from organization to organization, for example, parastatals and private owned organizations has proposed that intrinsic motivation is esteemed higher by representatives in the parastatals organizations than by specialists in exclusive organizations (Buelens and Van lair Broeck, 2007; Jurkiewicz et al., 1998; Houston, 2000). Research has suggested that workers in private companies are motivated by advancement opportunities, autonomy, high monetary rewards, and status, and are less concerned with the importance and contribution with their work while public employees on the other hand mainly depend on job stability, job security, teamwork, and their contribution to society (Jurkiewicz et al., 1998).

In the comparative study conducted by Jurkiewicz et al. (1998) on what motivates public and private sector employees to perform better at work, some of the proposed differences were supported and some were challenged. While it was found that monetary rewards were of higher importance in the motivation of private sector employees, and that job security was of higher importance in the motivation of parastatal employees. It was also found that employees equally valued the desire for teamwork, contribution to society, and advancement opportunities (Jurkiewicz et al., 1998). An in depth analysis of extrinsic factors indicate that there are instance in which they are valued more than intrinsic factors though the greater part shows that intrinsic factors play a huge role in facilitating enhanced work performance.

### **2.3 Extrinsic motivational factors in the workplace**

In contrast to intrinsic motivation, extrinsic motivation on the other hand relates at whatever point an action is performed with a specific end goal to acquire some divisible and tangible result (Ryan and Deci, 2000). There are varied and differential extrinsic motivational factors to which some represent dynamic states in employees while others represent to devastated types of motivation (Ryan and Deci, 2000). Extrinsic motivation can differ contingent upon how independent it is which is to state that a worker may perform out an assignment in light of dread of being terminated, or the representative can perform out an action since it will prompt an advancement, reward, or a raise later on (Ryan and Deci, 2000). Both activities incorporate external instrumentalities however change in self-governance; the first includes a greater amount of a commitment to an outside control, though the second one likewise includes individual underwriting and the representative's decision (Ryan and Deci, 2000). From the point of view of extraneous inspiration, worker conduct is driven by the apparent advantages of the activity that he or she will perform, or the reckoning of instrumental pick up or misfortune (Lin, 2007; Cerasoli et al., 2014). In any case, it has additionally been contended that extrinsic motivation differs extensively and can reflect outer control or genuine self-direction in accordance with work performance (Ryan and Deci, 2000). The principle objective of behaviors from employees who are extrinsically propelled is to get authoritative rewards or advantages from the accomplishment of a hierarchical objective or task (Lin, 2007). External outcomes are the rewards that are disseminated by some external factor in the association, which could be the money related reward that a worker gets for investing additional exertion at work (Nasri and Charfeddine, 2012, ; Lin, 2007). This suggests that organizational rewards are valuable for employees who are extrinsically motivated with the end goal for them to perform at work (Lin, 2007). Nonetheless, past research has recommended that outward rewards just secure temporary compliance and work execution (Lin, 2007).

Furthermore, previous research has also suggested that when both intrinsic motivation and extrinsic rewards exist, the reason for the employee to engage in a certain activity will be over-justified and in this situation the extrinsic rewards are likely to replace the intrinsic motivation as the main purpose for engaging in the activity, because the extrinsic rewards will be the more salient of the two motivators hence performance will be dependent on extrinsic motivators than intrinsic motivators (Urdu, 2003).

Gupta & Shaw (2014) recorded that, in their Annual Review paper, Rynes, Gerhart, and Parks (2005) observed that given the importance of pay and performance to employers and employees as well as the potential for well-designed pay for performance (PFP) systems to improve performance, one would think that research examining PFP would be plentiful in psychology. However, this has not been the case, particularly in recent years and it does not appear that this situation has changed since then. For example, Gupta and Shaw (2014) stated that when we look across the topics that have been the focus of attention in human resource management (HRM) and organizational behavior research, we find thousands of studies on employee selection, performance appraisal, and turnover and by contrast, research on employee compensation is sporadic and sparse (Gupta & Shaw, 2014).

Gupta & Shaw (2014) also made another example illustrating in the Handbook of Psychology: Industrial and Organizational Psychology, published in 2013, that there were 26 chapters and none were on compensation. There was a chapter in the Handbook on motivation (Schmidt, Beck, & Gillespie, 2013), a topic that could include compensation but however, the chapter, like the study of motivation in psychology generally, focused primarily on psychological mechanisms and individual differences as determinants of motivation, compensation was not discussed. Major topics (as indicated by major chapter headings) were: Overview of goals and goal processes; expectancies, self-efficacy, and related concepts; affect; individual differences related to the self and personality; temporal dynamics; multiple goals and decision making (Latham & Pinder, 2005.) However, compensation is a major policy lever that organizations use to motivate employee performance (e.g., Lawler, 1971, 1981) and organizations in competitive markets routinely use pay for performance (PFP), with individual performance typically playing a key role, especially as one moves to higher job levels (Gerhart & Fang, 2014; Gerhart, Rynes, & Fulmer, 2009; Shaw, 2014). Organizations that are currently regarded as highly innovative and successful, such as Google, Facebook and those that rely heavily on human capital such as consulting firms, in addition to technology companies also give a central role to pay, being among the highest paying companies (e.g., Robinson, 2014; Truong, 2014). High pay often allows such companies to have not only rigorous selection standards, but also rigorous performance standards that employees must meet to ensure continued employment, advancement, and high pay. Thus, the study of motivation

in the workplace seems to lead to the study of compensation which is an extrinsic motivator and extrinsic motivation is of significance to workplace performance behaviors.

Rynes et al. (2005) speculated that, in addition to the concerns about extrinsic summarized above, the reason why it has been neglected was because pay and salaries had come to be so widely viewed as a negative influence on motivation, primarily due to three theories: Maslow's need hierarchy theory, Herzberg's motivation-hygiene theory, and Deci and Ryan's cognitive evaluation theory (CET).

A theme in the CET and creativity literatures was not only that pay for performance was often detrimental to intrinsic motivation, but also that even when PFP produced positive effect on motivation, it was on extrinsic motivation, which, importantly, was seen as being of lower quality motivation than intrinsic motivation in terms of sustainability or ability to generate key positive outcomes such as creativity and well-being.

Scholars in other areas such as economics have also become interested in the undermining effects of extrinsic rewards (e.g., Frey & Oberholzer-Gee, 1997; Frey & Jegen, 2001; Kreps, 1997; Kuntz & Pfaff, 2002; Prendergast, 2008)<sup>2</sup> and a recent best-seller on Amazon (Pink, 2009) communicated the undermining message to an even broader audience, including the claim that pay-for-performance schemes usually don't work and often do harm and that one of the "deadly flaws of PFP is that it can extinguish intrinsic motivation. Thus, the idea that PFP does not work, or is even harmful to intrinsic motivation has been widely communicated.

However, in recent years, there appears to have been major changes in how extrinsic rewards are viewed in the CET and performance literatures. CET is now described (Ryan & Deci, 2002) as a sub-theory within self-determination theory (SDT). Importantly, SDT, unlike CET, says that some types of extrinsic motivation behave much like intrinsic motivation, which is to say they are more self-determining and autonomous than recognized under CET and, thus, can be high quality forms of motivation. Together with intrinsic motivation, these are labeled as autonomous motivation under SDT. Other forms of extrinsic motivation continue to be viewed as lower quality and less autonomous and are labeled as controlled motivation in SDT. In parallel to changing views on motivation, views on rewards have also changed to recognize positive aspects, at least in some SDT work: "when rewards are administered in an autonomy-supportive climate, they are less likely to undermine intrinsic motivation and, in some cases, can enhance intrinsic motivation

thereby facilitating better work performance” (Gagné & Deci, p. 354). A recent meta-analysis by Cerasoli et al. (2014) provides further support for this argument. They found that the intrinsic motivation-performance relationship was positive not only in the absence of extrinsic incentives ( $\rho = .27$ ), but also positive (and, inconsistent with CET), larger when incentives were in place ( $\rho = .36$ ).

An influential earlier view was, consistent with general CET logic, that a primarily intrinsic motivation to engage in an activity will enhance creativity, and a primarily extrinsic motivation will undermine it (Amabile, 1983, p. 366). However, years later, in their Annual Review paper, Hennessey & Amabile, 2010) explicitly recognize that extrinsic rewards can have positive consequences for creativity, as do Zhou and Hoever (2014) in their recent Annual Review paper on creativity where they argue that extrinsic motivators do play a significant role in facilitating work performance.

#### **2.4 The relationship between extrinsic and intrinsic motivational factors**

The general distinction made between intrinsic and extrinsic motivation is that while intrinsic motivation is driven by forces from within oneself, extrinsic motivation is driven by outside forces (Giancola, 2014). In connection to the work environment an employee would be intrinsically motivated by performing a task depending on the extent that the particular task is interesting, challenging, and has personal meaning based on the satisfaction they receive from performing the activity itself (Giancola, 2014). Amabile (1993) bases her definition of an intrinsically motivated employee on an individual’s perception of a task and the reasons he or she is performing it, and she states individuals are intrinsically motivated when they seek enjoyment, interest, satisfaction of curiosity, self-expression, or personal challenge in the work (Amabile, 1993). Further, George and Jones (2012) mention that employees who are intrinsically motivated state that their work gives them a sense of satisfaction, accomplishment, and achievement.

Extrinsic motivation on the other hand is not linked to the satisfaction the employee gets from performing the task itself, but rather from the external outcomes of the task such as financial rewards or incentives (Giancola, 2014). According to George and Jones (2012) extrinsically motivated employees are motivated when they get positive appraisal or reinforcers



provided by other people, and they are often motivated by factors like their salary at the end of the month or a bonus, raise, or promotion.

Similarly, Amabile (1993) defines an extrinsically motivated employee as an individual is extrinsically motivated when they engage in the work in order to obtain some goal that is apart from the work itself. Another, characteristic of extrinsically motivated employees is that they may perform their work in order to avoid punishment, thus the work that they are doing is not being done for the sake of the work but for the sake of its immediate consequences; implying that these consequences can be used to generate extrinsically motivated behavior in employees (George & Jones, 2012).

Another important aspect of intrinsic and extrinsic motivation it is that they are not mutually exclusive because employees can be intrinsically motivated, extrinsically motivated, or both intrinsically and extrinsically motivated at the same time (Digman, 1990: cited in George & Jones, 2012).

## **2.5 The influence of motivation on work performance**

It has been argued in past studies and reviews that managers need to motivate employees to perform well in the workplace since the organization's success is dependent upon its employees (Ramlall, 2008). However, it is only later research that succeeded in establishing a positive correlation between employee motivation and job performance (Cerasoli et.al. 2014). The viewpoint that motivation causes performance comes from human relations theory (Lin, 2007). The relationship between employee motivation and job performance has been studied for a long period. However, earlier research could not succeed in establishing a direct relationship between the two (Ramhall, 2008).

Cerasoli et.al (2014) reviewed the 15 studies Vroom (1964) used in his research and added another 20 more recent studies; they concluded that employee motivation and performance are indeed related. The results of their research indicate that the relationship between individual, overall job satisfaction and individual job performance is more consistent than reported in previous researches such as those by Vroom, 1964). Ramlall (2008) argue that when employee satisfaction is added, a circular relationship is formed with performance, satisfaction and motivation. The term satisfaction is also used by Herzberg (1959); he argues that when intrinsic factors are present at the job,

satisfaction is likely to occur as well as an increase in employee motivation. Amabile (1993) states that work performances are dependent upon the individual's level of motivation; the individual's level of motivation can be intrinsically and/or extrinsically based. It is also argued that certain job characteristics are necessary in establishing the relationship between employee motivation and performance (Cerasoli et.al 2014).

Ramalall (2008) contends that when certain occupation attributes are available in an association, representatives are better propelled and an expansion in execution is detectable. Work qualities allude to particular properties or measurements that can be utilized to portray distinctive errands (Griffin et al.,1981). Cerasoli et.al (2014) characterized five occupation qualities, which depend on the Two-Factor Theory from Herzberg (1959). Those attributes are: aptitude assortment, undertaking character, errand centrality, self-governance and criticism. The aftereffects of their review demonstrate that representatives who take a shot at occupations scoring high on the five attributes, indicate high work inspiration, fulfillment and execution (Ramalall, 2008). Ramalall (2008) infer that representatives can be propelled through the outline of their work; they contend that by giving certain inherent and outward components a worker can be spurred to perform well.

Westiover (2010) also argue that the growth need strength of the employee has a role in the relationship; employees who have a high need for personal growth and development will respond more positively to a job high in motivating potential than employees with a lower need for growth strength. According to them, growth need strength has a moderating effect on the relationship. This statement is also argued by Van & Adonisi (2008) when they state that personality differs in extent to how employees react to intrinsic and extrinsic values. Their research concludes that for introverts extrinsic factors are more important, and extraverts are more intrinsically motivated. Therefore introverts are less satisfied than stable individuals and perform to a lesser extent.

However, from previous studies the exact relation among motivation, satisfaction and performance is not yet defined and Kraimer et al (2005) argue that the relationship is circular and starts by a high performance causing satisfaction. According to them, when the employee performs well on a particular task, satisfaction will occur. Because of the internal satisfaction of the employee, the employee is motivated to try to perform well in the future (Westover, 2010). The circular relationship between performance, satisfaction and motivation. According to Hackman and Oldham (1976) the result is a self-reinforcing cycle of work motivation, powered by self-generated

rewards (satisfaction), that will continue until one of the three psychological stages is no longer present, or until the employee no longer values the internal rewards (satisfaction no longer occurs) from his/her good performance. However, Hackman and Oldham's (1976) theory is based on intrinsic factors because they argue that an increase in extrinsic factors does not lead to an increase in performance. However, other research suggests that the self-reinforcing circle also could work for extrinsic motivators (e.g. Ansar et al., 1997; Kraimer et al., 2005).

Motivation of employees has always been an issue of importance to leaders and managers in organizations (Amabile, 1993). Throughout the years, motivation has been defined in many different ways and a myriad of definitions have emerged (George & Jones, 2012). Ultimately, motivation refers to when a person is moved to do something (Ryan & Deci, 2000). According to Ryan and Deci (2000) a person is motivated if he or she feels energized and activated towards something, whereas an unmotivated individual would feel a lack of inspiration and impetus. This definition is a general definition of motivation that can be applied to a lot of different situations, but this research will specifically look at motivation in the workplace and therefore it is of importance to look at the concept of work motivation. George and Jones (2012) define work motivation as the psychological forces that determine the direction of a person's behavior in an organization, a person's level of effort, and a person's level of persistence in the face of obstacles. Amabile (1993) states that an unmotivated employee is likely to put little effort into work tasks, produce work of lower quality, avoid the workplace, and even exit his or her job if given the opportunity to do so. On the other hand, motivated employees are likely to willingly take on tasks, produce work of high quality, and be creative, persistent, and productive (Amabile, 1993). Whereas, motivation is sometimes simplified and referred to as a unitary phenomenon that varies only in amounts or levels, it is clear that employees not only have different levels of motivation but also different kinds (Amabile, 1993; Ryan & Deci, 2000).

The Institute for Employment Studies (IES) that specializes in HR research and consultancy questioned a number of HR professionals on their understanding of work performance. The study resulted in a list of behaviors the professionals expected a highly motivated employee to demonstrate, and ultimately they believed that such performance is as a result of a two-way relationship; an organization must put effort into motivating employees, and the employees in turn decide on the level of motivation which they offer the organization,

working with colleagues to improve job performance for the benefit of the organization (Robinson et al., 2004)

No matter of the definition used for work performance, the ultimate outcome of a motivated workforce is the contribution to successful organizational performance (Smith & Macko, 2014; Harter et al., 2002; Paradise, 2008; Wellins et al., 2005). There are numerous studies that have demonstrated the importance of work motivation on the work performance, with one of the most influential studies being one conducted by Harter et al. (2002). Basing their study on nearly 8 000 business units ranging across 36 companies from various sectors they could conclude that employee motivation is highly relevant to work performance (Harter et al., 2002). Additionally, from the findings of their study the researchers could also conclude that these meaningful results are generalizable across companies, that is they are applicable to all companies no matter in what industry or sector they operate (Harter et al., 2002).

There is an apparent connection between the concepts of work performance and motivation (Bhuvanaiah & Raya, 2015; Silvera, 2013). However, the relationship between work performance and motivation (including both intrinsic and extrinsic motivation) is not an extensively researched area, and the existing research has primarily been conducted by large HR consultancy firms (Giancola, 2014; Saks, 2006).

In their 2007-2008 Global Workforce Study Towers Perrin, an HR consultancy firm, conducted an extensive survey that included close to 90 000 employees ranging over several different industries and countries to identify the major drivers of work performance (Towers Perrin, 2008). The top drive were of both intrinsic and extrinsic nature, including career advancement opportunities but also enjoying challenging work assignments. In addition, the top drivers often related to the way management acts, such as their interest in employee well-being, how they act to ensure the success of the organization, and their communication with their employees (Towers Perrin, 2008).

Similarly, Sibson Consulting conducted a study measuring the top drivers of work performance in the US, basing their study on approximately 2000 employees across various industries (Sibson Consulting, 2010). The findings suggested that measures that relate to affiliation, such as organizational support, organizational reputation, and trust in management has the highest correlation with work performance, followed by work content factors including job

responsibility, supervisor concern, and feedback from the job (Sibson Consulting, 2010). Scott and McMullen (2010) studied the impact of reward programs on work performance for the HR consultancy firm World at Work. Including small and large companies from around the world, the findings of the study suggested that financial rewards including base pay and benefits had the weakest relationship with work performance, and that quality leadership and intangible rewards were of higher importance to employees and their engagement (Scott & McMullen, 2010).

The Society for Human Resource Management (SHRM) which is the world's largest HRM association, and in their 2013 annual employee survey they aimed to identify the top factors that influence employee engagement. The main findings of the survey was that employees find intrinsic drivers such as the work itself and their contribution to the organization's goal to be the most important, and also among the top five drivers were the relationships with both coworkers and supervisors (Society for Human Resource Management, 2013).

Robinson et al. (2004) conducted a study on the drivers of work performance under the categories of motivation, well-being, and retention. With regards to previous studies they developed a number of work motivation statements which they then tested on over 10 000 employees (Robinson et al., 2004). The results of the study showed that while employees experience that both extrinsic and intrinsic motivational factors play a part in their performance, intrinsic factors such as feeling valued and involved in their work is more important than any extrinsic reward. The study also showed that intrinsic and extrinsic factors can be related to an extent, for example that performance appraisals can contribute to an employee's inner satisfaction and feeling valued at work (Robinson et al., 2004). Additionally, the study showed that the manager plays a vital part in the performance of their employees and that work motivation is of a two-way nature; managers must nurture and maintain the motivation of their employees.

While these studies are just a few of the many survey based studies that have been conducted by industrial-organizational psychology consultancy and research firms, most of the studies show very similar results; factors relating to intrinsic motivation are generally of higher importance to employee engagement (according to employees), and it is also evident that management plays a highly important role in the motivation of employees.

Assuming managers have an interest in the success of their organization they will act accordingly to how they believe this motive can be achieved. As is visible from many of the surveys conducted by industrial-organizational psychology firms (Robinson et al., 2004; Scott & McMullen, 2010; Towers Perrin, 2008) managers have great influence over the engagement of their employees. They are commonly the ones to give formal rewards such as pay raises and performance appraisals, but also provide employees with intrinsic motivation such as challenging and varying work tasks. Previous studies connecting management and work performance has had its focus on strategies and approaches to performance management, and as observed by Jenkins and Delbridge (2013) current literature is about the capability of managers to deliver motivated employees with the ultimate goal of organizational benefit.

While Harter et al. (2002) inferred that organizational performance result as an outcome of individual representative performance eventually is not dependent upon what division or industry the employee works, there have been discoveries proposing that the area with which a worker works influences what inspires them (Buelens and Van lair Broeck, 2007; Jurkiewicz et al., 1998, Houston, 2000). Buelens and Van sanctum Broeck (2007) concentrated the motivation of employees inside the private and parastatlas, and the discoveries of the review proposed that workers in public segments are all the more intrinsically motivated contrasted with representatives in the private division. Thus, Jurkiewicz et al. (1998) thought about motivational figures the private and open division, reasoning that there are sure contrasts; representatives inside the private part esteem outward rewards, for example, compensation higher than those utilized in the general population area, who for the most part esteem more intrinsic rewards, for example, strength and security in their employment (Jurkiewicz et al., 1998). Once more, this part of motivation is something that has been already inquired about by reviewing representatives and thus the examination as of now understudy tries to illuminate the degree to which motivation and performance within the working environment are connected.

An in-depth look into the ideas of work execution and inspiration has predominantly been done from the point of view of the worker, expecting to distinguish the drivers that employee value the most in their work execution. It can likewise be seen that managers plainly assume an expansive part in inspiring of their employees to which a lot of employees specify that management and work

connections as one of the primary drivers behind their performance at work (Towers Perrin, 2008; Scott and McMullen, 2010; Society for Human Resource Management, 2013).

From this literature review, it is subsequently essential for one to note that intrinsic motivational components assume an immense part over extrinsic motivational elements yet it is a colossal mix-up to disregard extraneous variables as they likewise do make a difference to work performance and furthermore impact inherent inspiration to work stunningly better.

## **2.6 Theoretical framework**

### **2.6.1 Need Theory**

Since work motivation has become increasingly relevant over the years, many theories have been developed in order to explain and define it. These theories provide answers by explaining why employees behave in certain ways in given organizations (George & Jones, 2012). Some of the older and more fundamental theories of motivation are Maslow's hierarchy of needs and Alderfer's ERG theory; two theories based on the idea of need theory which will be explained in this section in order to understand the basis on which many of the more recent theories are constructed.

Much of the research conducted on motivation has had its focus on need theories, because these theories represent a relatively simple but significant way of understanding motivation (Arnolds & Boshoff, 2002). The basic suggestion of need theory is that what motivates employees to increase their performance at work are their individual desires to satisfy certain needs, and thus identifying what these employee needs are and how they may be satisfied can provide an understanding as to how work related behaviors can increase performance at work (Arnolds & Boshoff). George and Jones (2012) portrays need theory as a flowchart that involves three factors: inputs, performance, and outcomes, where inputs lead to performance and performance leads to outcomes. Inputs involve factors such as effort, time, education, experience, skills, knowledge and job behavior, performance involves quantity and quality of work and level of customer service, and outcomes involve pay, job security, benefits, vacation, job satisfaction, feeling of accomplishment, and pleasure of doing interesting work (George & Jones, 2012). Thus, the main focus of need theory is that employees have needs that motivate them to work in order for them to satisfy these needs, and the organization or managers must identify these needs to gain insight as to what need each employee is striving to satisfy and further control the outcomes that satisfy these needs (Arnolds

& Boshoff, 2002, p. 697). As mentioned, two of the most well-known need based theories are Maslow's hierarchy of needs, and Alderfer's ERG theory (Arnolds & Boshoff, 2002).

Maslow considered the man to be a wanting animal (Parashar, 2016) and in his well-known study of motivation he proposed that human beings have five needs that they always seek to satisfy: physiological needs, safety needs, belongingness needs, esteem needs and self-actualization needs (Maslow, 1943). He also stated that these needs can be arranged in a hierarchy of importance with the most basic needs at the base, meaning that these needs must be satisfied before any other need with a higher ranking can be satisfied (Maslow, 1943). Another important detail of the hierarchy is that once a need is satisfied, it will no longer be a source of motivation, and as one need is significantly gratified, the next order need becomes dominant (Maslow, 1943).

This implies that unsatisfied needs are the primary source of motivation and, as already mentioned, needs on a low level of the hierarchy have to be satisfied before the needs of the higher levels of the hierarchy. Maslow's hierarchy of needs is frequently related to the workplace, where it explains that at a certain point in time only one need will motivate an employee, and it is not possible for an employee to skip levels of the hierarchy (George & Jones, 2012). This means that once an employee satisfies a set of needs he or she will then work to satisfy the next level of needs of the hierarchy, making this level the new focus of employee motivation (George & Jones, 2012).

As mentioned, Maslow's hierarchy of needs includes the following needs from the lowest-level needs, which are the most basic, to the highest level needs; physiological needs, safety needs, belongingness needs, esteem needs, and self-actualization needs (Maslow, 1943). Physiological needs are explained as the starting point of motivation, and are needs that every individual has, such as food, water, and shelter, and should be satisfied in order for any individual to survive (Maslow, 1943). Linked to the workplace, these needs can be satisfied by receiving sufficient pay to provide oneself with the basic life necessities. Safety needs are described as the needs an individual has for security, stability, and a safe environment, which in the context of the work environment can translate to job security, medical benefits, and safe working conditions and equipment (George & Jones, 2012).

Belongingness needs are the social needs of an individual. These needs include social interactions, friendship, affection and love, which in a work context can be translated to having good relations with coworkers and supervisors, being a member of an efficient team, and being able to participate



in social events like organization gatherings and holiday parties (George & Jones, 2012). Esteem needs are personal needs. These needs include to feel good about oneself and one's capabilities, be respected by others, and receive recognition and appreciation; in the context of the workplace applying both to the individual employee and their work (George & Jones, 2012). Esteem needs can be satisfied by receiving a job promotion and by being properly recognized and acknowledged for accomplishments at work (George & Jones, 2012). The need in the highest level of the hierarchy is the self-actualization need, defined by Maslow (1943) as the desire for self-fulfillment, namely, to the tendency for him to become actualized in what he is potentially. This need thus refers to being able to realize one's full potential as a human, and is in the workplace usually satisfied by an employee being able to use his or her skills and abilities to the fullest potential, and striving to achieve all that he or she can achieve on a job (George & Jones, 2012)

Alderfer's ERG theory is another theory of motivation that is based on needs, a theory that builds on Maslow's hierarchy of needs but aligns the needs hierarchy with empirical research to address its shortcomings (Arnolds & Boshoff, 2002).

Originally called existence-relatedness-growth theory (ERG), the theory is a motivational construct concerned with understanding the factors that contribute to individual human behavior and may be used to explain and/or predict issues related to the workplace, relationship paradigms, and choices in personal development (Caulton, 2012). Alderfer's theory is thus to some extent based on Maslow's hierarchy of needs, but suggests that a man is motivated by three main groups of needs; as is suggested by the name of the theory these groups are, from lowest level needs to highest level needs, existence, relatedness, and growth (Arnolds & Boshoff, 2002).

Existence needs represent the basic human needs that are necessary for existence, the physiological and safety needs that Maslow used in his hierarchy such as food, water, shelter, and a safe environment (Arnolds & Boshoff, 2002). The relatedness needs explain individuals' needs to create and maintain interpersonal relationships that are important to them, desires relating to a person's social, status, acceptance, and belongingness needs. The last group of needs is the growth needs, referring to an individual's desire for self-actualization, self-fulfillment, and personal development (Arnolds & Boshoff, 2002). Again, these categories of needs can be linked to the workplace in a similar fashion as was explained when introducing the needs in Maslow's hierarchy. However, one of the argued shortcomings of Maslow's hierarchy is that the theory is a

general one of human development and by addressing this, the ERG theory has been regarded as a more valid theory in work motivation (Arnolds & Boshoff, 2002). The ERG theory has a focus that is job-specific in nature; in Alderfer's work, specific references are made to benefits, employees' relatedness needs to colleagues and superiors, and satisfaction at work (Arnolds & Boshoff, 2002).

Another difference made by Alderfer in his theory is that a higher-level need can act as a motivator even if a lower level need is not completely satisfied, meaning that needs at different levels can act as simultaneous motivators (George & Jones, 2012). The ERG theory thus enables an individual to seek fulfillment of higher level demands before lower level demands are satisfied, contrary to Maslow's hierarchy which suggests that if a lower level need is satisfied it will stop being a source of motivation, Alderfer proposes that when individuals desire to satisfy a high-level need but are not able to do so, their motivation to satisfy a lower-level need will increase (George & Jones, 2012). It has also been suggested that the fulfillment of a need moderates importance and satisfaction, or in other words, the importance of a particular need is based on the manner of its fulfillment (Caulton, 2012).

### **2.6.2 Expectancy theory**

The expectancy theory, in contrary to need theory, is a process related theory that focuses on different employee perceptions and thoughts and concerns how employees choose among alternative behaviors and levels of effort (Purvis et al., 2015; George & Jones, 2012). The theory puts particular focus on employees' personal assessments of the environment and actions as a consequence of their expectations (Purvis et al., 2015). The theory proposes two fundamental issues; the first is that regardless of the different available outcomes, an employee will only be motivated to contribute his or her inputs to the organization if they believe that the result will achieve a particular level of performance (George & Jones, 2012). In other words, if employees do not believe that they are able to perform at a certain level, the motivation to perform the given task will not be there (George & Jones, 2012). The second issue is that employees will only be motivated to perform at a certain level, if performing at this level will lead to desired outcomes (George & Jones, 2012). The value of the reward takes center stage in determining the extent of effort that will be put in by the employee.

Schedlitzki and Edwards (2014) link the path-goal theory to the assumptions of the expectancy theory and state that employees are more likely to perform well if they are confident that they are capable of executing a task, that they will achieve the outcome that is expected and that they will receive the outcome that is most valued by them. The expectancy theory explains that an employee will only be motivated to contribute and put effort into a task when the outcome of the two key factors is positive (George & Jones, 2012). This implies that the more positive outcomes are perceived to be linked with a particular action, the more willing an employee will be to perform this particular action (Vroom, 1964; cited in Lin, 2007).

Expectancy theory defines three main factors that determine the work motivation of an employee: valence, instrumentality, and expectancy (Estes & Polnick, 2012). The first factor, valence, refers to the value that a particular outcome has to an employee, and the desire to attain it (Estes & Polnick, 2012). An outcome is positively valent to an employee if they prefer attaining the particular outcome over not attaining it, whereas an employee would prefer to avoid an outcome that is negatively valent (Estes & Polnick, 2012). Vroom (1964; cited in Estes & Polnick, 2012) defines valence as a function of an employee's needs, values, goals, and sources of motivation.

According to Purvis et al. (2015), valence can be described as the degree of personal attractiveness of the rewards that follow the achievement of some organizational goals. An important distinction made is that valence is not the satisfaction of an outcome, but rather the anticipated satisfaction of a future outcome, acting as a motivator toward future action in expectancy theory (Vroom, 1964; cited in Burns et al., 2015). Valence can thus be a positive or negative outcome, and it may also vary in magnitude and size (George & Jones, 2012). The magnitude of the valence concerns how desirable or undesirable the outcome is for the employee, and as explained in need theory, employees will prefer and thus consider valent outcomes that satisfy their needs (George & Jones, 2012). Issues related to valence can occur because some outcomes that are highly valent are not available to employees (George & Jones, 2012).

Expectancy theory further proposes that outcomes should be linked to desired organizational behaviors or to levels of job performance (George & Jones, 2012). This is related to instrumentality, the second factor of expectancy theory, which is the employee's perception and belief that first level outcomes will lead to second level outcomes (Vroom, 1964; Estes & Polnick, 2012). Instrumentality can also be described as an employee's perception of

the probability of performing successfully if they provide their effort, development, and implement creativity and innovation in their work (Purvis et al., 2015). Like valence, instrumentality is thus oriented towards higher-order outcomes, and describes the degree to which a first level outcome will lead the way to a desired second level outcome (Burns et al., 2015,; Parashar, 2016). In other words, an employee will put high valence on performing at a high level when the employee believes that this high performance is instrumental in obtaining other rewarding outcomes (e.g. increase in wage), or if this high performance is instrumental in the avoidance of outcomes that the employee wants to avoid (Estes & Polnick, 2012). Just like with valence, instrumentality can be positive or negative, as well as vary in size and magnitude (George & Jones, 2012). Instrumentality is likely to be low when an employee perceives that valued rewards follow all levels of performance (Estes & Polnick, 2012). Instrumentalities that are high where the employee believes that with a certain level of performance the desired outcome will be obtained, are effective in motivating employees (George & Jones, 2012).

Occasionally, despite that an employee perceives that a highly valent outcome will result directly from job performance, this employee can remain unmotivated to perform at high levels (George & Jones, 2012). This is where the third factor of the expectancy theory, expectancy, needs to be considered. Expectancy may be defined as the momentary belief concerning the likelihood that a particular act will be followed by a particular outcome (Vroom, 1964; cited in Estes & Polnick, 2012). This belief is commonly rooted in the individual employee's past experiences, self-efficacy, and how difficult the performance standard or goal is perceived to be (Estes & Polnick, 2012). Expectancy helps understand why motivation can be low even when different instrumentalities and valences are high, and is thus the perceived likelihood that an action, or personal effort, will lead to the intended outcome (Parashar, 2016). Expectancy thus explains that employees will be motivated to perform at desired levels only if they believe that they are able to do so, meaning that if employees believe that they will perform at a high level when they work hard, their expectancy will be high (George & Jones, 2012). It does not matter how valent or high instrumentality other factors are, if the employee believes that he or she cannot perform at a certain level, he or she will not be motivated to do so (George & Jones, 2012). This goes into the previously mentioned subject of self-efficacy, which explains that employees are not always certain that their efforts will result in a given level of performance (George & Jones, 2012)

Understanding the three factors in expectancy theory; valence, instrumentality, and expectancy, provides an insight into the nature and cause of employee participation in pursuing desired organizational outcomes (Purvis et al., 2015). Whereas the three perceptions can influence an employee's motivation individually, these perceptions can have a powerful effect on motivation if they are combined (Estes and Polnick, 2012). Vroom (1964; cited in Estes & Polnick, 2012) suggests that the three factors interact psychologically in the beliefs of an employee, which establishes a motivational force that ultimately impacts behavior. George and Jones (2012) further mention that in order for an employee to be motivated to perform at a high level, three conditions should be met. The first condition is that valence must be high; employees must desire the outcomes that the organization has to offer (George & Jones, 2012). The second condition is that instrumentality must be high, meaning that the employee perceives that he or she must perform at a high level in order to obtain the outcomes (George & Jones, 2012). The third condition is that expectancy must be high, implying that employees have to think that trying hard and putting in the effort will lead to high level performance (George & Jones, 2012). Expectancy theory thus suggests that if only one of these three conditions is not met, motivation will not be there (George & Jones, 2012). In summary, employees must believe that performing certain behaviors at a high level will result in obtaining outcomes, positive instrumentality, he or she must also perceive that the desired outcomes will be received, positively valent outcomes, and that he or she can actually perform at high levels if he or she works hard and puts in the effort, which leads to high expectancy (George & Jones, 2012).

Organizational reward systems therefore have a significant impact on employees' level of motivation. Various forms of pay, such as salary, commissions, bonuses, employee ownership programs and various types of profit or gain sharing programs, are all important tangible rewards. While fringe benefits have a positive impact on attraction and retention, their direct impact on motivation and performance is not well-defined (Jex & Britt. 2008). Salaries play a crucial role in the tangible reward system because they are an important factor in attracting new talent to an organization as well as retaining talent. Compensating employees well is one way for an organization to reinforce an employee's value to the organization and if an organization is known for paying their employees top dollar, then they may develop a positive reputation in the job market as a result and also through incentive compensation structures, employees can be guided to focus

their attention and efforts on certain organizational goals thereby facilitating enhanced performance (Jex & Brit, 2008).

## **2.7 Knowledge gap**

The question on which is more impactful between intrinsic and extrinsic motivational factors has blinded most researchers into staying in a debate of whether intrinsic motivation outweighs extrinsic motivation and to what extent. The real and significant question that researchers should rather focus on is on developing and innovating systems that facilitate the institutionalization of intrinsic and extrinsic motivation within the workplace. The knowledge gap with which the researcher has identified is that past and current literature on the role of motivation on work performance has been neglected much to the study of individuals differences without much attention being placed on how workplace motivational systems and agents can be innovated to ensure the cultivation of a high motivation climate which facilitates enhanced work performance. Thus, through developing a body of knowledge on how motivational systems can be innovated this will facilitate a move from theoretical assumptions to practical application.

## **2.8 Summary**

The chapter looked deep into the previous studies conducted on the influence of motivation on work performance. The literature review was guided by the research questions and aims of the study which saw the chapter moving from a general conception of motivation and its sources which can either be intrinsic or extrinsic, or both to unravelling the relationship between motivation and performance within the workplace. An in depth review and analysis of the literature review then brought to the conscious awareness the author of the research that there is an existing knowledge gap on the literature as much focus and attention has been given to the theoretical conception of motivation in the workplace rather than to moving the concept into practice and further developing the practices to ensure that the worker`s stay motivated and in turn facilitating enhanced work performance. The next chapter will therefore look at the research methodology to the topic currently understudy.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

Research methodology is a science of studying how research is to be carried out. It is a process by which researchers go about their study of describing, explaining and predicting phenomena. Nestor & Schutt, (2012) argues that's research methodology is basically a study of the methods by which knowledge is gained in research. This chapter therefore details the research methodology including the research design, target population, variables under study, sampling procedure as well as research instruments, data collection, data analysis and ethical considerations that were followed in conducting the research.

#### **3.2 Research paradigm**

The research made use of a quantitative approach. According to Creswell (2003) a quantitative approach is one in which the researcher primarily uses post-positivist claims for developing knowledge. Cohen and Crabtree (2006) outline that the positivist paradigm presuppose that there is an objective reality, people can know this reality and symbols can accurately describe and explain this objective reality. This paradigm is based on the assumption that prediction and control might show that there are general patterns of cause and effect that can be used as a basis for predicting and controlling the influence of extrinsic and intrinsic motivational factors on work performance. Quantitative research uses a top-down approach whereby the researcher test hypothesis and theory with data. There also is the fundamental assumption that behavior is regular and predictable hence the nature of reality is objective and results can be generalized.

#### **3.3 Research design**

Research design refers to a plan which shows how the researcher will undertake all activities and procedures in gathering and analyzing data. The method was used for this research design is descriptive. A research design can have a number of classifications which could incorporate the degree to which the research question has been crystallized which include the method of data collection, the ability of the researcher to produce effects in the variables which are being studied, the purpose of the study being carried out, the time dimension, the focus of the study and also the research environment.

According to Burns and Grove (2003), a descriptive research is designed to provide a depiction of a situation as it happens. It can be used to clarify current practice and make judgments. Bush et al (2002), defined descriptive design as a process of collecting questions and answers. Descriptive research is a study which expresses, records, evaluates and deduce the conditions that exist. The descriptive research method is used in this study because it provides accurate and reliable information due its reliance on firsthand information and not necessarily on historical data hence it facilitates the study of human behavior within state owned enterprises. A descriptive study collects data in order to answer questions about current status of the topic understudy and in this case the influence of extrinsic and intrinsic motivational factors on job performance. The research will utilize a descriptive research design as appropriate for this study largely because of its orientation which is to find out what intrinsic and extrinsic factors influence the motivation of employees and how motivation affects the employee performance within the organization.

### **3.4 Target population**

Burns and Grove (2003) describe population as all the elements that meet the criteria for inclusion in a study. The target population in this research comprise all the permanent employees of ZINWA particularly those working physically at Mazowe Catchment in Harare whom roughly are around 100 individuals. The study population refers to the total collection of elements which one would like to study or make inferences. The population aspect however refers to the individual participant or object on which the measurement is taken hence it is the unit of study (Cooper and Schindler, 2011).

### **3.5 Population sample**

The research made use of simple random sampling. Moore and Starnes (2008) suggest that a simple random sample is a subset of individuals chosen from a larger population where each individual is selected randomly and entirely by chance, such that each individual has the same chance of being chosen at any stage during the sampling process, and each subset of the entire population has the same probability of being chosen for the sample as any other subset of the target population. An unbiased simple random selection of individuals is important so that in the long run, the sample represents the population. However, this does not guarantee that a particular sample is a perfect representation of the population. Simple random sampling merely allows one to draw externally valid conclusions about the entire population based on the sample. Advantages of this technique



include it being free of classification error, and it requires minimum advance knowledge of the population other than the frame. Its simplicity also makes it relatively easy to interpret data collected. For these reasons, simple random sampling best suits situations where not much information is available about the population and data collection can be efficiently conducted on randomly distributed items, or where the cost of sampling is small enough to make efficiency less important than simplicity

For the purposes of this study, simple random sampling was used to allow all members of the population an equal chance of being selected at each draw without replacement. This technique is unbiased such that in the long run the sample represents the target population. Simple random sampling merely allows the researcher to draw externally valid conclusions about the entire population based on the sample. The system is free of classification error, and it requires minimum advance knowledge of the population thus making it relatively simpler to interpret data so collected using random sampling.

### **3.6 Research instruments**

Research instruments that is going to be used to the problem understudy is a questionnaire. Solso et al (1998) defines a research instrument as a testing device for collecting data needed to find solutions to the problem under investigation. According to Judith Bell (1985) research instruments are tools used to gather data during a research and the success of any research is a function of the appropriateness of tools used during the research. Kumar (2011) argues that a questionnaire is defined as a written list of questions the answers to be given by respondents. The researcher made use of questionnaires so as to reach out the total sampling frame and necessitate the collection of true and precise data from the selected respondents. In this research, the respondents will be given the opportunity to share their thoughts on the research topic which will be enabled through the use of open-ended questions. The main reasons why the questionnaire will be adopted as the research instrument is mainly due to the fact that it gives the respondents more time to consult records and other people thereby coming up with true and helpful information. It is quite easy to construct and can be distributed to many people within a short period of time. Large amounts of information can also be collected from a large number of people in a short period of time. They also facilitate data processing since information is readily available on paper and enables the researcher to obtain data

from many respondents. Questionnaires are a relatively quick way of receiving a response (Kumar, 2011).

The questionnaire was divided into four sections with the first section designed for purposes of analyzing the demographic data of the respondents. The second section looked at extrinsic factors that influence employee motivation at ZINWA. Most of the questions were designed based on the literature review done and with the aim of applying them to the situation at ZINWA. The third section focused on intrinsic factors that influence motivation while the final section focused on how motivation impacts work performance. In the last three sections, there were six questions in each section to which the respondents were asked to respond by indicating their level of agreement of the answer: strongly agree, agree, not-sure, disagree and strongly disagree.

A pilot study was conducted to test the reliability and validity of the questionnaires though in the final report, the findings from the pilot study were excluded because they were meant to only prepare the researcher for the ultimate research.

### **3.7 Data collection procedure**

Schutt (1999) postulates, that data collection procedure involves granting permission from the relevant authorities before meeting the subjects. It also involves making appointments with research subjects for example through telephone and electronic mails. In this study, the researcher sought permission from both authorities Midlands State University and ZINWA. From the University, the researcher acquired a letter to go and collect data while from ZINWA the researcher got an approval to have their employees as participants of the research. However, before collecting data from the participants the researcher took time to inform the respondents on the purpose and aims of the study. The researcher did so to assure the respondents total confidentiality and to encourage them to maximize their cooperation without fearing identity exposure when the data is presented. The researcher will made the participants to fill informed consent forms before participating in the study. The questionnaires where then distributed by the researcher individually to the selected participants ensuring that the questionnaires reach the targeted individuals. Finally, the questionnaires where completed and returned to the researcher in different ways as some of the researchers returned on their own while the others were picked from the respondents by the researcher.

### **3.8 Data presentation and analysis**

The research made use of descriptive statistics such as frequencies and percentages which will also be used for demographic data while the Spearman's rank correlation coefficient assesses how well the relationship between the two variables can be described. The Spearman correlation coefficient is defined as the Pearson correlation coefficient between the ranked variables. The findings will also be presented using tables and charts. Each and every question in the questionnaire and interview sheet will be presented, analyzed and then interpreted so as to draw sufficient conclusions from the research findings that they may be easy to interpret and utilize. The major purpose of data analysis is reduce data into manageable sizes and thus develop summaries and pattern. The Statistical Package for Social Scientist (SPSS) version 21 was used for most of the data analysis and extraction of the data that was presented in the form of tables and graphs.

### **3.9 Ethical considerations**

At the core of every research lie the prerequisite for every researcher to follow a number of ethical considerations so as to ensure that the field within which the researcher is coming from remains professional and revered. This ethical considerations are defined as standards or rules of behavior that guide moral choices on the researcher`s behavior and the participants of the research. There are quite a number of them but the most basic and fundamental that ought not to be compromised include participant`s right to informed consent and anonymity, confidentiality and privacy.

#### **Participants' right to informed consent and anonymity**

The researcher ought to inform participants on what will transpire during the research and after the research. Before administering questionnaires and conducting interviews to and with participants the research should introduce self and give a brief description of the research. The participant on one hand must be informed of the purpose of the study and given an opportunity to make a choice of either participating or not and henceforth guaranteeing and assuring anonymity since the participants have the right to refuse or withdraw anytime. Cooper and Schindler (2003) notes that, securing informed consent from respondents is a matter of fully divulging the procedures of the research design before requesting permission to progress with the study.

## Confidentiality

The researcher must assure the participant of keeping the research and the research findings confidential. This is to be done largely because for the scientific progress many people are prepared to divulge information of a very private nature on condition that the names are not mentioned. This is ensured by the absence of a section where the respondents are asked to state their names. Participants ought to be advised and encouraged to confidentially complete their questionnaires at their own convenience within a stipulated time without comparing or sharing information. Respondents should then be assured that data collected will only be used for the stated purpose of the research and that no other person would have access to that data.

## Privacy

All participants have a right to privacy and researcher ought to respect this right. Without the guarantee of privacy, most respondents will not answer the questions truthfully. In this study, the researcher ensures that under no circumstance should the research report be presented in such a way that other participants become aware of how a particular participant responded. Data collected from the respondents should be handled safely. The researcher should then report the findings in a complete and honest way without misrepresenting the data that would have been gathered to ensure reliability and validity.

### **3.10 Chapter summary**

This chapter acknowledged and outlined the research methodology which is the strategy, the plan and action, the process or design lying behind the choice and use of a particular method which in this case is a quantitative paradigm. Further identified is the research design that will be used by the researcher in carrying out the research, the population sample, sampling procedure and data collection procedure. Data presentation and analysis then paved way for the discussion of ethical consideration which then concluded this chapter.

## CHAPTER FOUR

### DATA PRESENTATION AND ANALYSIS

#### 4.1 Introduction

This chapter seeks to present and analyze the results of the data that was collected from the employees of ZINWA Mazowe using a questionnaire. The data collected was analyzed on the basis of the research objectives and questionnaire items on a likert scale using a statistical tool to generate frequency distribution tables, bar graphs and pie charts. The questionnaire has 18 items which make up the two major variables of the research which are motivation and performance.

#### 4.2 Response rate

Response rate is defined as the extent to which the final set of data includes all sample members and is calculated as from the number of people with whom interviews are completed divided by the total number of people in the entire sample including those who refused to participate and those who were unavailable (Koltler, 1997). A sample size of 59 respondents was chosen and 5 respondents were unavailable while 5 did not return the questionnaires hence a total of 48 questionnaires were received back and utilized to further the research.

#### Response Rate

Type of Respondents	Number of targeted Respondents	Number of actual Respondents	Response Rate
Managers	9	8	88.9%
Employees	50	40	80%
<b>Total</b>	59	48	81.4%

*Table 4. 1 Response Rate*

The response rate for managers was obtained at 88.9% because one of the managers was not around but it is important for one to note that the managers had a greater response rate which might be an indication that they value research. 80% response rate was achieved with employees of the whole organization as some were unavailable attending to their day to day duties particularly the drivers whom are regarded to be part of the Human resources and Administration department and are always out and about thus making it difficult for the research to access them. A total 81.4% response rate was achieved because some of the respondents did not return the questionnaires.

### 4.3 Demographic data

In section A of the questionnaire, the researcher asked the respondents some of the general information in order to establish a foundation for the research. The following are the results of the data that was obtained regarding the demographic data.

#### 4.3.1 Classification of respondents by work position

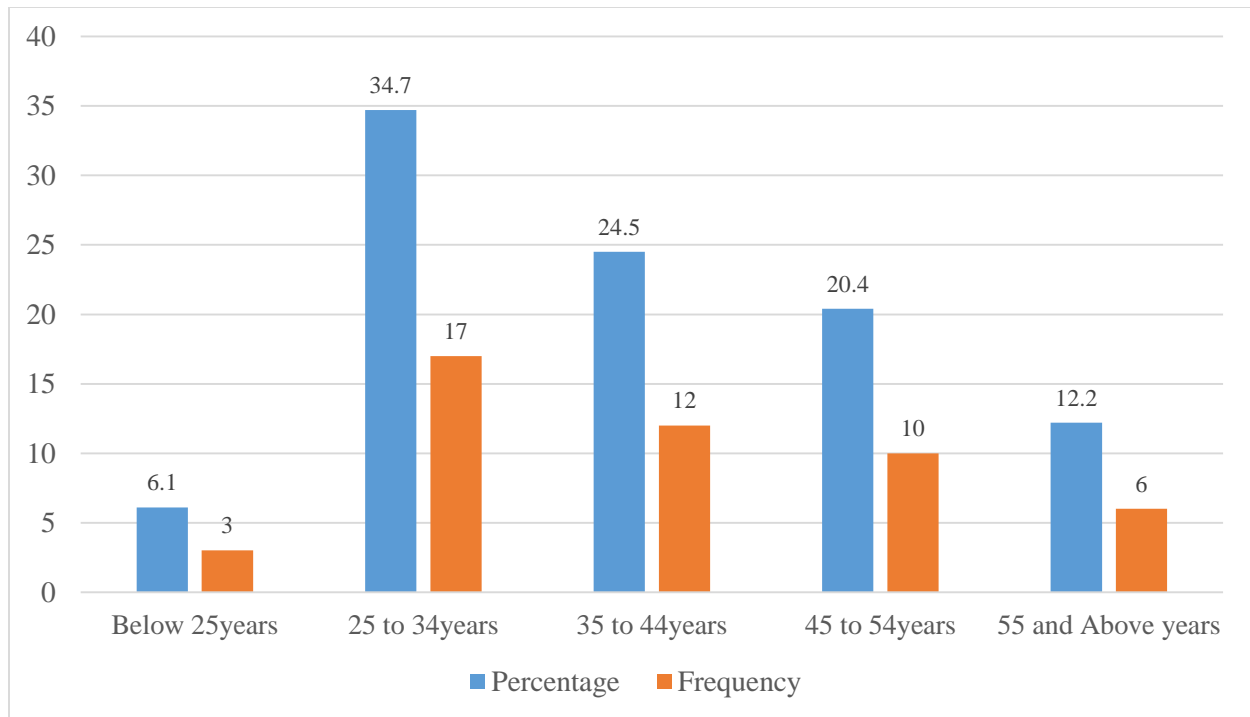
Type of Respondents	Percentage	Frequency
Employees	83.3	40
Managers	16.7	8
<b>Total</b>	<b>100</b>	<b>48</b>

*Table 4. 2 Classification of respondents by position at work*

The table indicate that 8 eight managers responded to the study that was being conducted which might be a sign that they are concerned about the topic and would really be interested in following up the study and utilize it for the betterment of their organization. Managers are crucial to the welfare of employees and workplace environment hence their response might be an indication of their value to both the study and to discover knowledge that will benefit them and their organization.

#### 4.3.2 Classification of respondents by age group

The results on age reveal that the majority of the respondents are between 25 to 34 years which might be attributed largely to the fact that most of the active workers within the water industry are young and are conversant with the water technologies that are still being incorporated. There are also more individuals over 55years than those who are below 25years which might be due to the fact that most young people tend to prefer internship and employment in private and non-governmental organizations than parastatals. However, on a borader perspective it is important to acknowledge that the age group is quite dispersed and not only concentrated to a certain age to which it might be used to benefit the organization where experience is shared.



*Fig 4. 1 Classification of Respondents by Age Group*

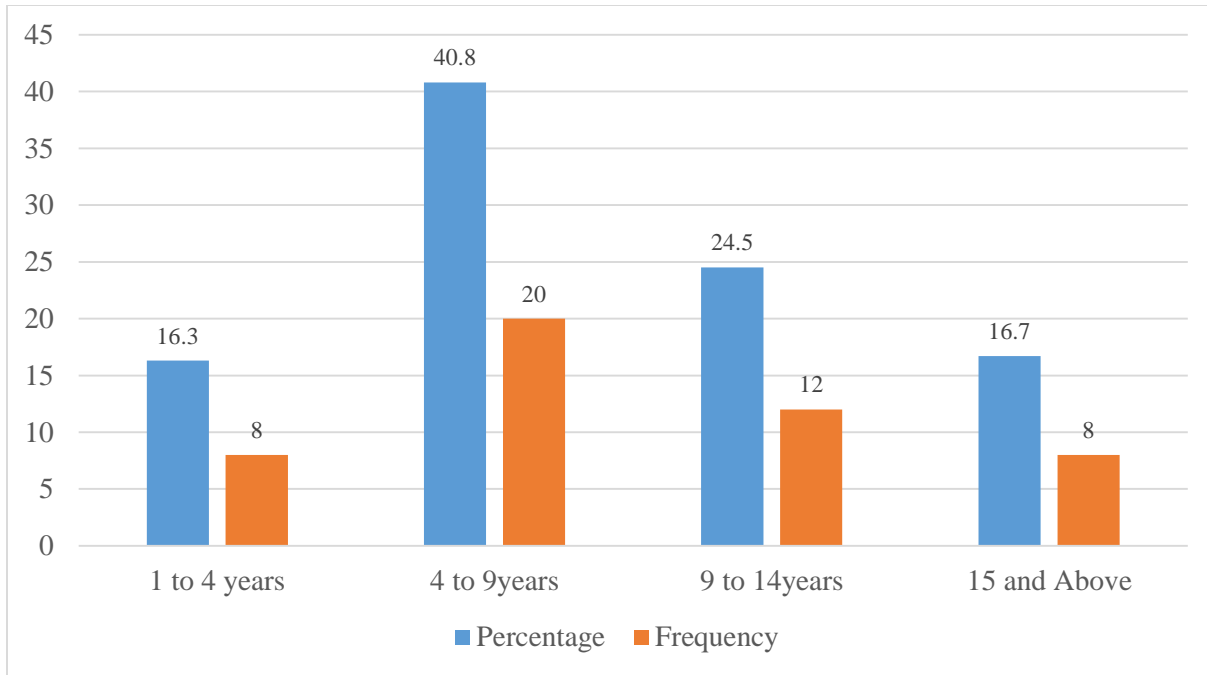
#### **4.3.3 Classification of respondents by gender**

The researcher also asked the respondents to indicate their gender and this illustrated by the table below which shows that the organization is male dominated which might be due to the fact that the water industry is part of the heavy industries to which the contextual situation in which through upbringing most ladies were discriminated for venturing into such industries. However, with a statistical representation of 35.5% is indication that ZINWA embraces gender empowerment and there might be room for more females to join the organization.

<b>Gender</b>	<b>Frequency</b>	<b>Percentage</b>
Females	17	35.5
Males	31	64.5
<b>Total</b>	<b>48</b>	<b>100</b>

*Table 4. 3 Classification of Respondents by Gender*

#### 4.3.4 Classification of respondents by years of service in the organization



*Fig 4. 2 Classification of Respondents by Years of Service*

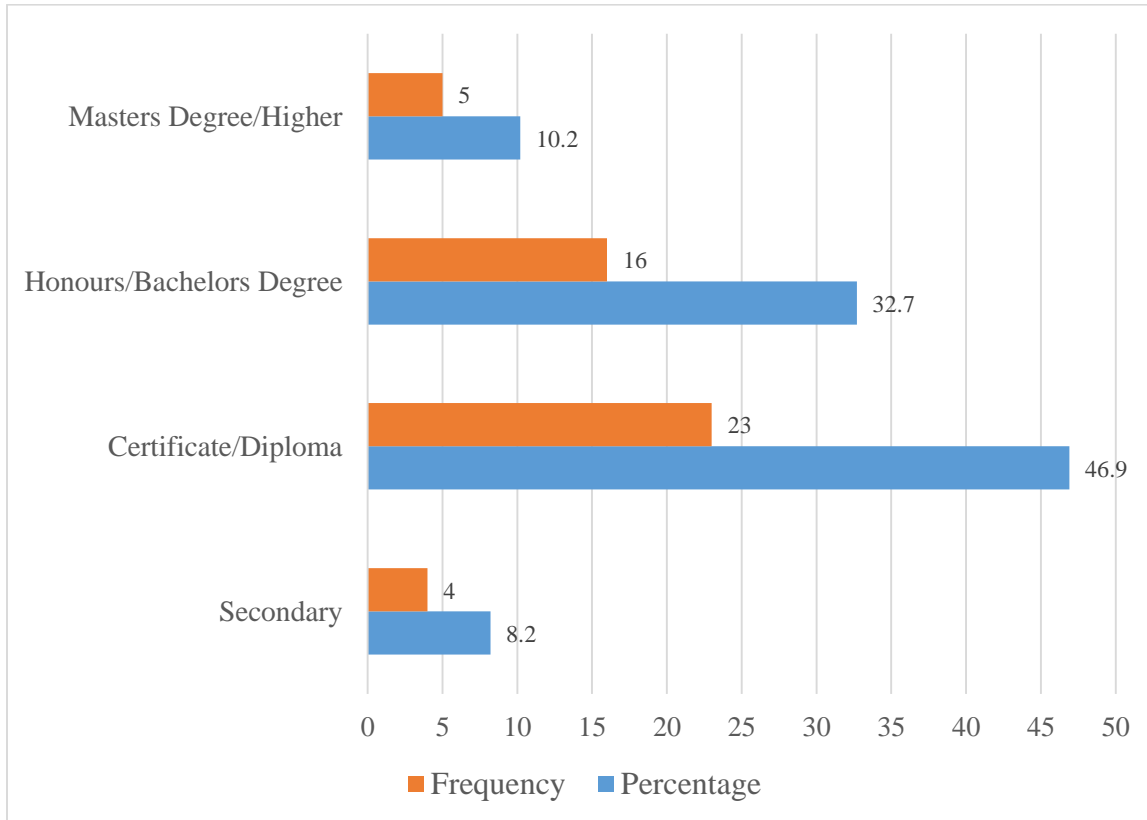
Figure 4.2 shows the results that were derived when the respondents were classified by their years of service in the organization to which most of the employee have served for 4 to 9 years which might be an indication that the organization has provided them with good reasons to stay with the organization even though it is facing some difficulties. There are also employees 8 employees whom are between 1 to 4 years which is an indication that the organization has been recruiting in the past four years even through it has faced quite a number of challenges in that period. There are also 8 employees with more than 15 years of experience with the organization which might be an indication that the organization values experience within the organization.

#### 4.3.5 Classification of respondents by educational background

Figure 4.3 represents the results that were obtained when the respondents were classified by their educational background. It was therefore discovered that the majority of the respondents had diplomas and professional certificates as their highest qualification largely because most of the educational programs offered for someone to venture into the water industry are offered at technical colleges and vocational training centers. 16 of the respondents indicated that they had bachelors or honors degrees which might be an indication that the organization has high



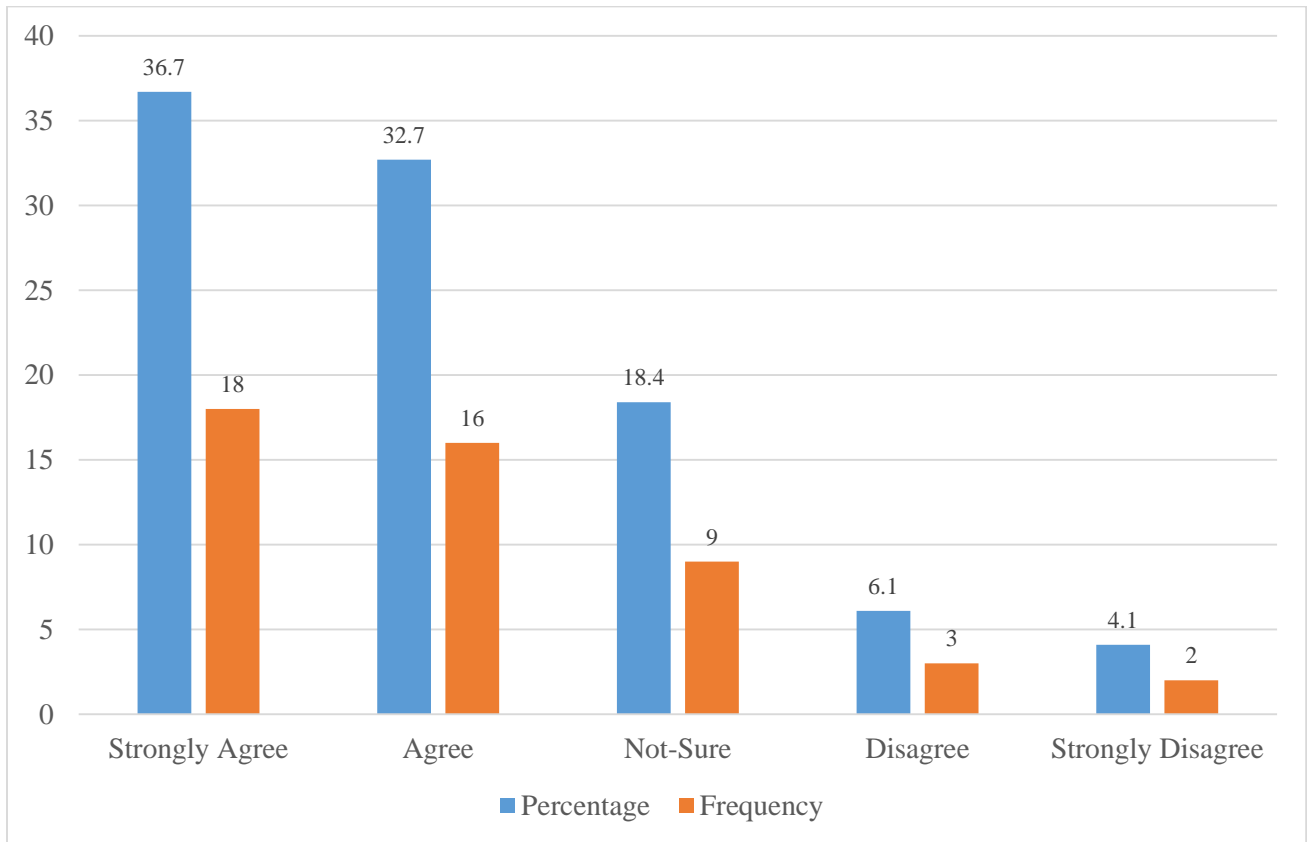
recruitment standards and also due to the fact that most of the respondents were office personnel. 5 of the respondents went on to indicate that they have a master degree or higher and this is in tandem with the occupational posts which also indicated that the research constituted 8 managers. 4 of the respondents indicated that they had secondary school qualifications as their highest qualifications which might resonate with the fact that the organization also has office orderlies and its own security department. This is further illustrated by the table below.



*Fig 4. 3 Classification of Respondents by Educational Background*

## 4.4 Extrinsic factors that influence employee motivation

### 4.4.1 Financial influences on motivation

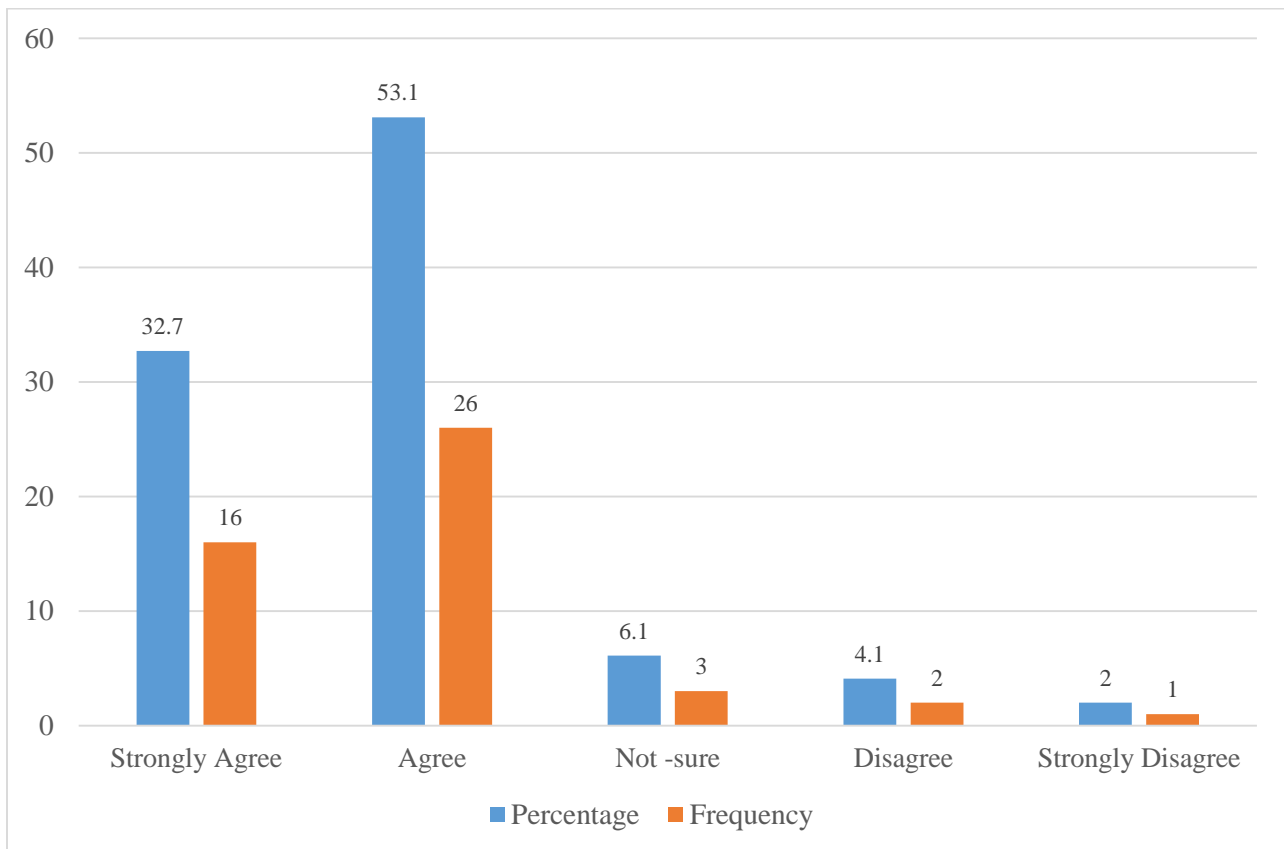


*Fig 4. 4 Financial influences on motivation*

Figure 4.4 shows the results which were obtained when the respondents were asked to indicate if they agreed that financial incentives such as salary and bonuses influence their motivation levels. A combined percentage of responses on strongly agree and agree of 69.4% indicates that the employees value financial incentives such as salary and bonuses as a source of motivation which might be an indication that money is a fundamental inducement and has an influential value. Thus, most of the employees subscribe to the view that no-one works for free, nor should they. Also, probably due to the fact that most of the respondents are permanent employees and their contract stipulates a remuneration. Hence, not being able to get the remuneration and yet having it stated on the contract might be a diminishing factor to the motivational levels of the employees. Abadi et.al (2011) recorded that Frederick Taylor and his scientific management associate money to be a fundamental factor in motivating industrial workers to attain greater productivity. However, a

combined 10,2% of the respondents whom responded with strongly disagree and disagree might be those individuals who subscribe to the view that financial influences are just a complementary factor while the actual driving forces are non-tangibles such as self-actualization and meaningfulness of the work that they conduct. These might have been managers whom have attained some level of actualization and have managed to meet their needs hence could not agree that financial incentives are significant to work motivation. There however is a certain group of respondents (18.4%) that were not-sure which might be due to the fact that they have been coming to work regardless of financial crisis and yet somehow can no longer pin point their actual drive to work.

#### 4.4.2 Management style influences on motivation

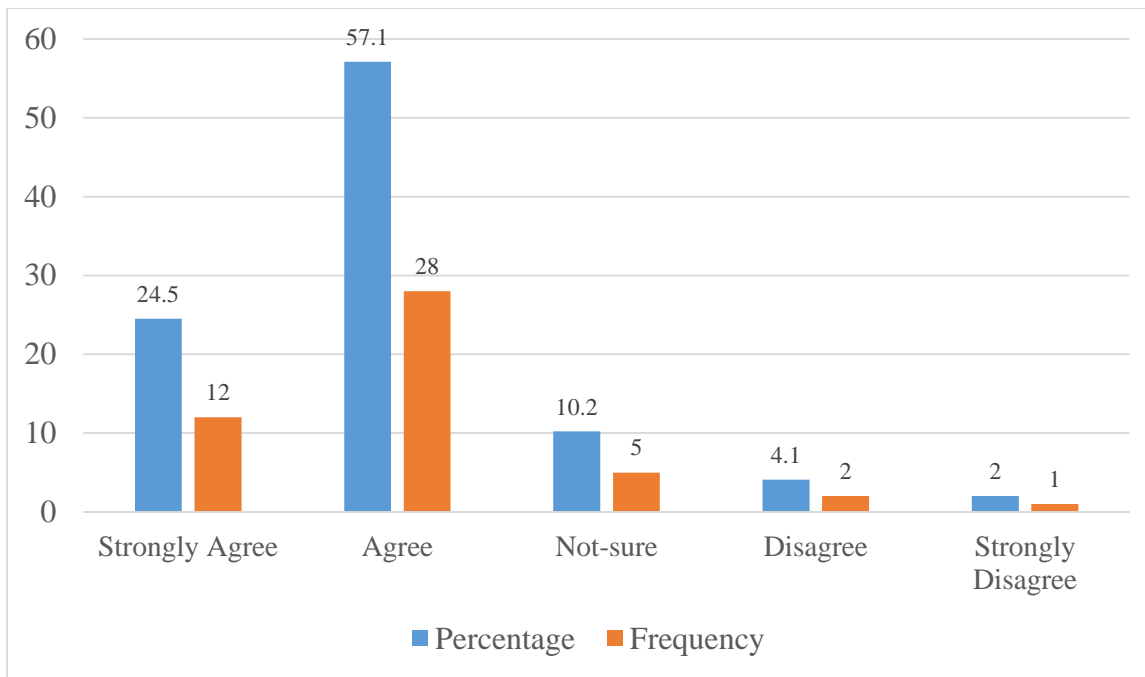


*Fig 4. 5 Management style influence motivation*

Figure 4.5 shows the results which were obtained when the respondents were asked to indicate if they agreed that the management style within the organization affects employee motivation. Managers are at the heart of the organization and organizations rise and fall with management. 42

of the respondents agreed to the statement of which 16 of them strongly agreed thereby showing that employee put a lot of value on the role that ought to be played by the organization's management. Managers are the leaders of industries and employees tend to put their trust in them for direction and motivation. 42 respondents out of a total of 48 respondents subscribe to the fact that management styles influence motivational levels within the organization and this might be due to what Rukham (2010) asserts when he says that motivation is an active processes in management and that motivation is simply a leadership behavior. However, a small percentage does not agree which might be due to the fact that they believe in personal responsibility without necessarily waiting for the management to motivate them to take on their jobs.

#### 4.4.3 Information dissemination influences motivation

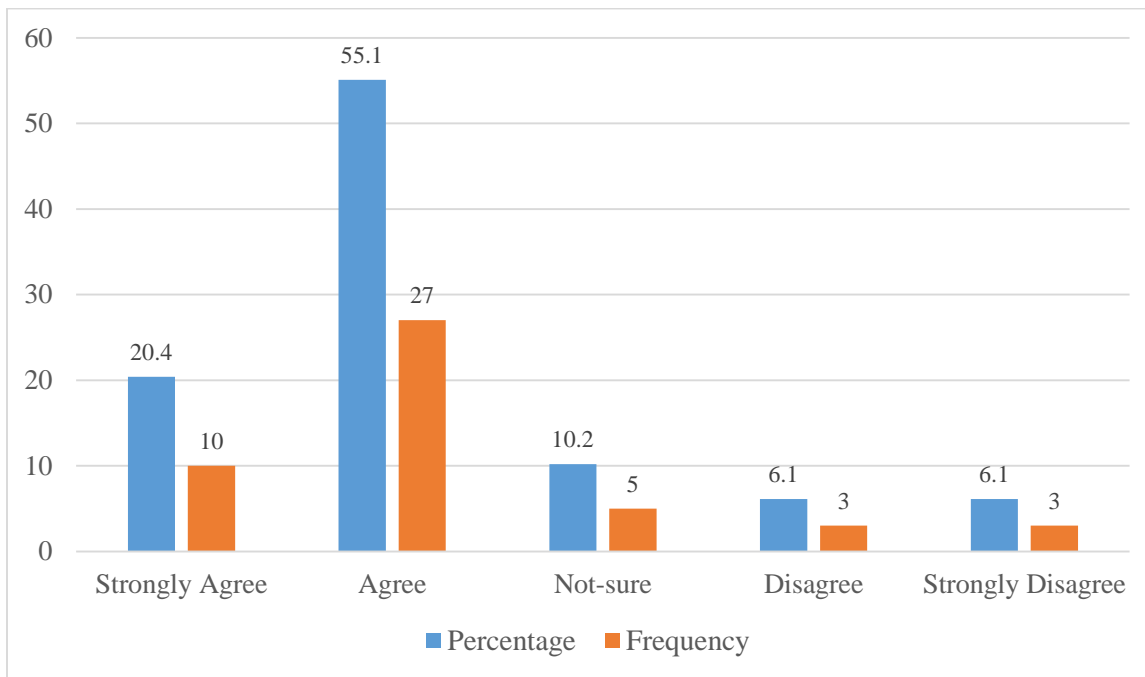


*Fig 4. 6 Organization Information dissemination influence motivation*

Figure 4.6 shows the results which were obtained when the respondents were asked to indicate if they agreed that the organization's dissemination of information influence motivation levels within the organization. This is a part of the duties that is placed on the managers by the organization. Making information available to employee might stimulate their motivation particularly with relevant information especially that which has to do with their welfare and that which needs them to embrace the changes that come and go with the organization. 57.1% of the respondents indicated that they agree that information dissemination influence motivation as it has the ability to make

the employees feel that they truly and really belong to the organization. This is true with Chiang and Jang (2008) whom argue that by sharing information employees tend to complete each other thereby lifting up each other. 12 respondents strongly agreed and this might be because information availability brings with it a powerful force that joins the people together hence in an organization where there is open communication, trust is higher and where there is trust, productivity boost as employees can count on each other. However, 1 respondent strongly disagreed while 2 simply indicated that they disagree with 5 more indicating they were not sure. This could be attributed to individual differences that exists in opinions in an organization with multicultural orientation and people from differential educational backgrounds.

#### 4.4.4 Physical working conditions influence on motivation



*Fig 4. 7 Physical working conditions influence motivation*

Figure 4.7 above, shows the results which were obtained when the respondents were asked to indicate if they agreed that the organization's physical working conditions influence motivation levels within the organization. A combined frequency of 37 respondent indicated that they agree and strongly agree that physical working conditions influence levels of motivation probably because of the ability to the work environment to bring about meaningfulness to the work of

employees. Yazdani et. Al (2011) argue that there exist a strong correlation between the physical environment and work motivation. Favorable working conditions boost employee mental and physical well-being and a lack of favorable working conditions such as the air conditioning and hygiene diminish the motivation levels and might even lead to absenteeism, complaints and grumblings within the workplace. Anorld & Feldman (1996) ague that there are quite a number of factors that are part of the working conditions such as working hours, availability resources and temperature. Thus the huge percentage might be due to the diversity of the factors with which to pinpoint to on the issue of the working conditions and their impact on work motivation. Very few respondent disagree with the question probably because negative performance as indicated by Irons & Buskit (2008) provokes employee mental and physical tranquility. Furthermore, Whittaker (2008) argue that employees are rational beings and where they think they are not appreciated they feel dissatisfied hence reducing the performance.

#### 4.4.5 Nature of job influences motivation

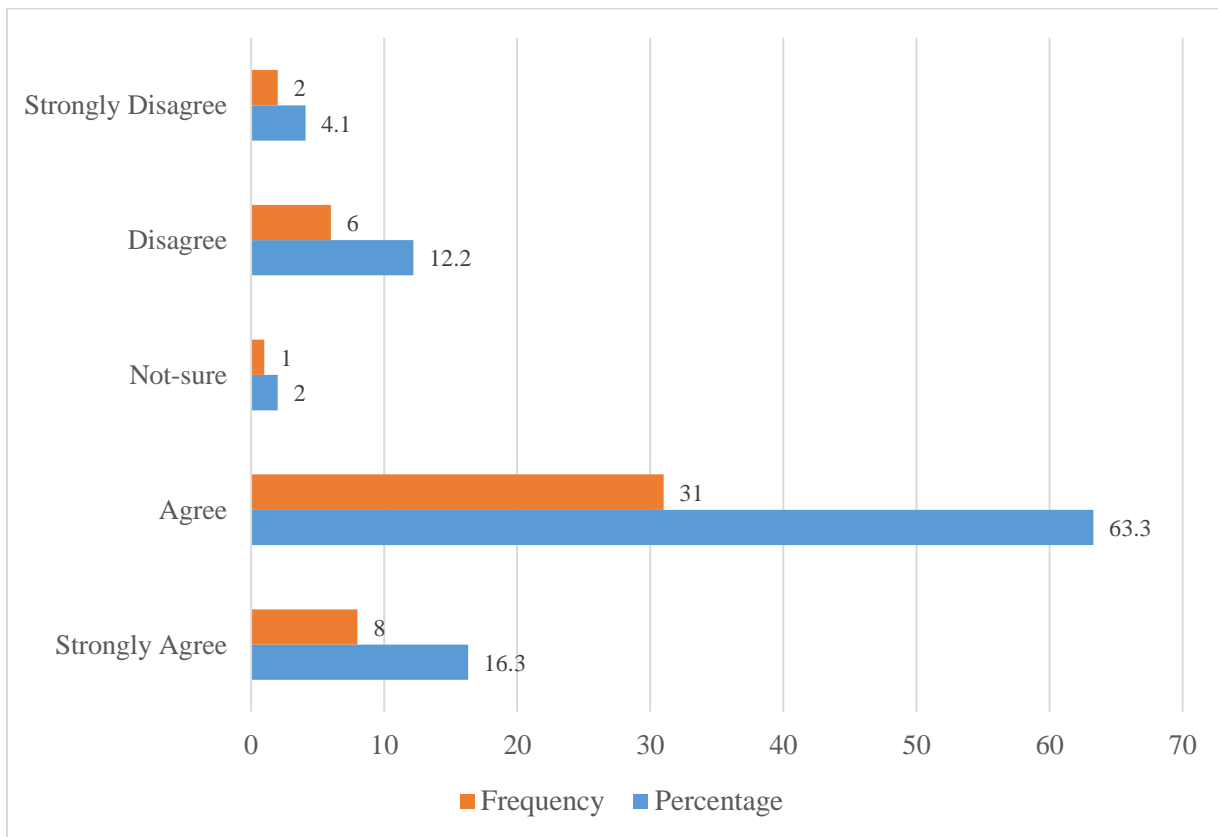
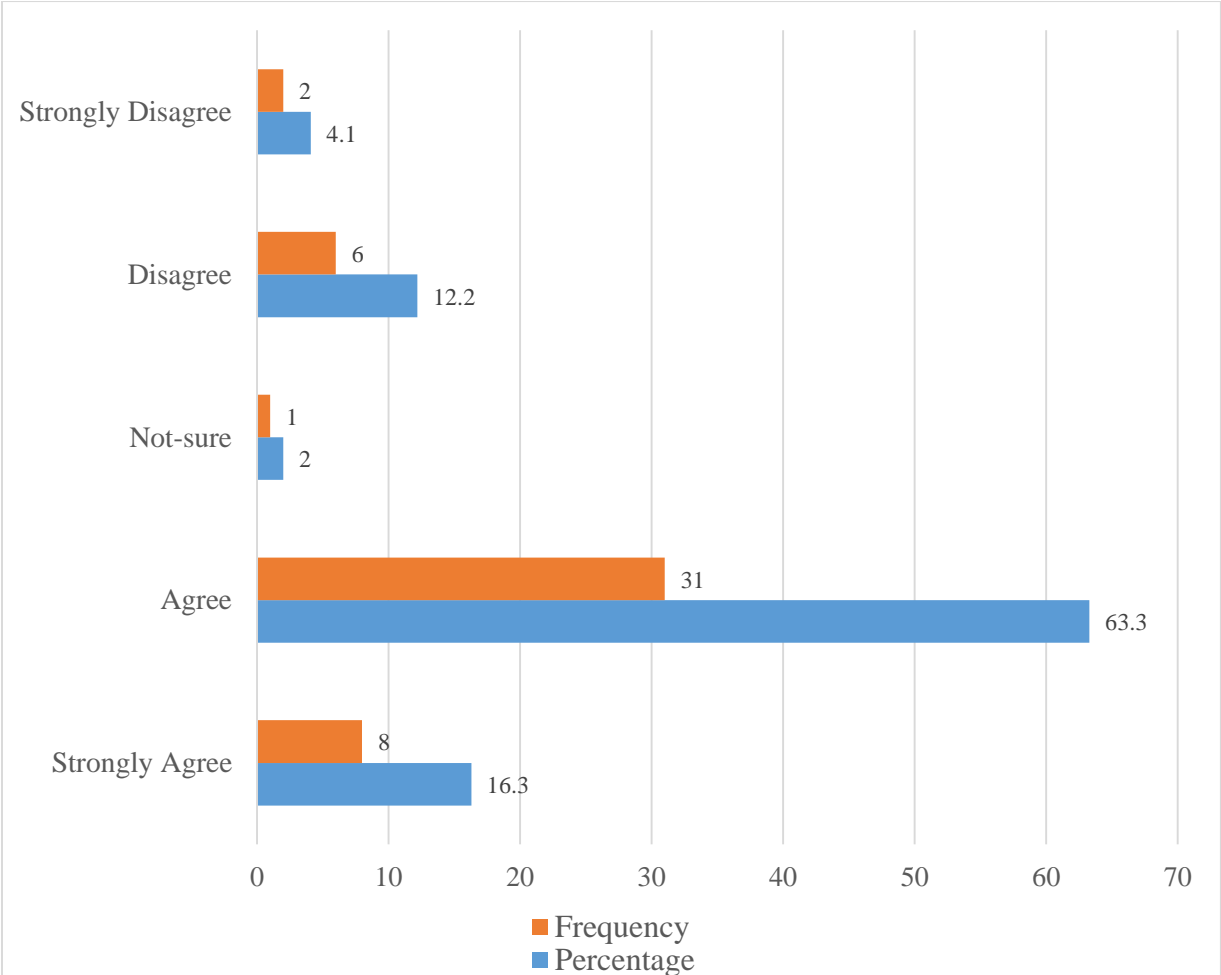


Fig 4. 8 Nature of Job influence motivation

Figure 4.8 shows the results which were obtained when the respondents were asked to indicate if they agreed that the nature of their job influence motivation levels within the organization. A huge percentage of 63.3% indicated that they agree that the nature of their job influences their motivation levels probably because it is something that they are hands on with on a daily basis. 8 other respondents however disagreed with the question probably because they strongly feel that there are other factors which might be more significant than the nature of the job.

**4.4.6 Availability of growth opportunities influences motivation**



*Fig 4. 9 Organization`s growth opportunities influence motivation*

Figure 4.9 shows the results which were obtained when the respondents were asked to indicate if they agreed that the availability of growth opportunities influence motivation levels within the organization. Growth opportunities facilitate the development of the employees and hence the respondents (63.3%) indicated that they agree while (16.3%) of the respondents indicated that they strongly agree. This might be due to what Maslow`s hierarchy of need theory describes that when

esteem needs such as autonomy, power and recognition are fulfilled, people will be more satisfied with their jobs. It is however through growth opportunities that employees are motivated to perform effectively at work. There was also a group of respondents (12.2%) that indicated that they disagree that availability of growth opportunities impacts their motivation. This might be because they strongly believe other factors such salary and bonuses are their major motivating factors.

#### **4.5 Intrinsic factors that influence employee motivation**

##### **4.5.1 Ability to perform a task influences work motivation**

<b>Level of Agreement</b>	<b>Percentage</b>	<b>Frequency</b>
Strongly Agree	50	24
Agree	29.2	14
Not-sure	8.3	4
Disagree	8.3	4
Strongly Disagree	4.2	2
<b>Total</b>	<b>100</b>	<b>48</b>

*Table 4. 4 Ability to perform a task influences work motivation*

Table 4.3 shows the results which were obtained when the respondents were asked to indicate if they agreed that their ability to perform a task influence their motivation levels within the organization. 50% indicated that their ability to perform tasks associated with their work is a key driving force to their work motivation. This might be attributed to the expectancy theory which focuses on different employee perception, thoughts and concerns about how alternative behaviors and levels of efforts. The extent with which the employee perceives to have the ability to perform is the determining factor to the employee motivation. The level of agreement from the respondents differed from 2 respondents strongly disagreeing while 24 respondents strongly agreed which shows that truly perception is at play and differential views are evident as some of the respondents (8.3%) indicated that they were not sure.

##### **4.5.2 Employee empowerment and autonomy influence motivation**

Table 4.5 below shows the results which were obtained when the respondents were asked to indicate if they agreed that employee empowerment and autonomy influence their motivation



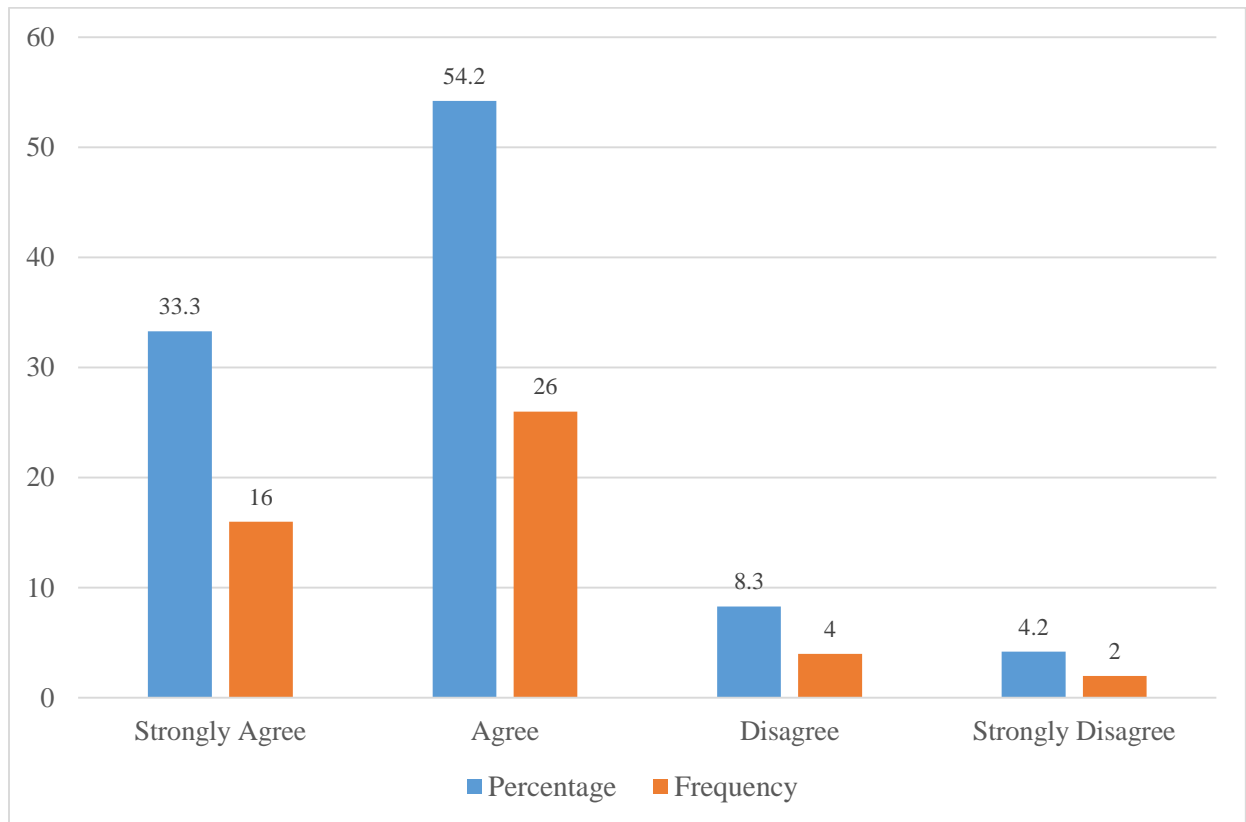
levels within the organization. 50% of the respondents agree that employee autonomy and empowerment impacts work motivation. This might be because empowerment results in motivating employees to which that leads constant employee expansion and ultimate organizational growth. 14 respondents strongly agreed possibly because employee empowerment consists of ensuring employees utilize their full potential and gain control over their work. This is in agreement with need theory which state that human beings are wanting animals whom develop through attaining their needs. There were however other respondents who were not sure and some who strongly disagreed probably because they strongly believe in the power of remuneration and are of the view that with money you become motivated to do tasks that were not even within the range of your abilities. This is further illustrated by the table below:

<b>Level of Agreement</b>	<b>Percentage</b>	<b>Frequency</b>
Strongly Agree	29.2	14
Agree	50	24
Not-sure	8.3	4
Disagree	8.3	4
Strongly Disagree	4.2	2
<b>Total</b>	<b>100</b>	<b>48</b>

*Table 4. 5 Employee empowerment and autonomy influence motivation*

#### **4.5.3 Employee perception about contributing to organization growth influences motivation**

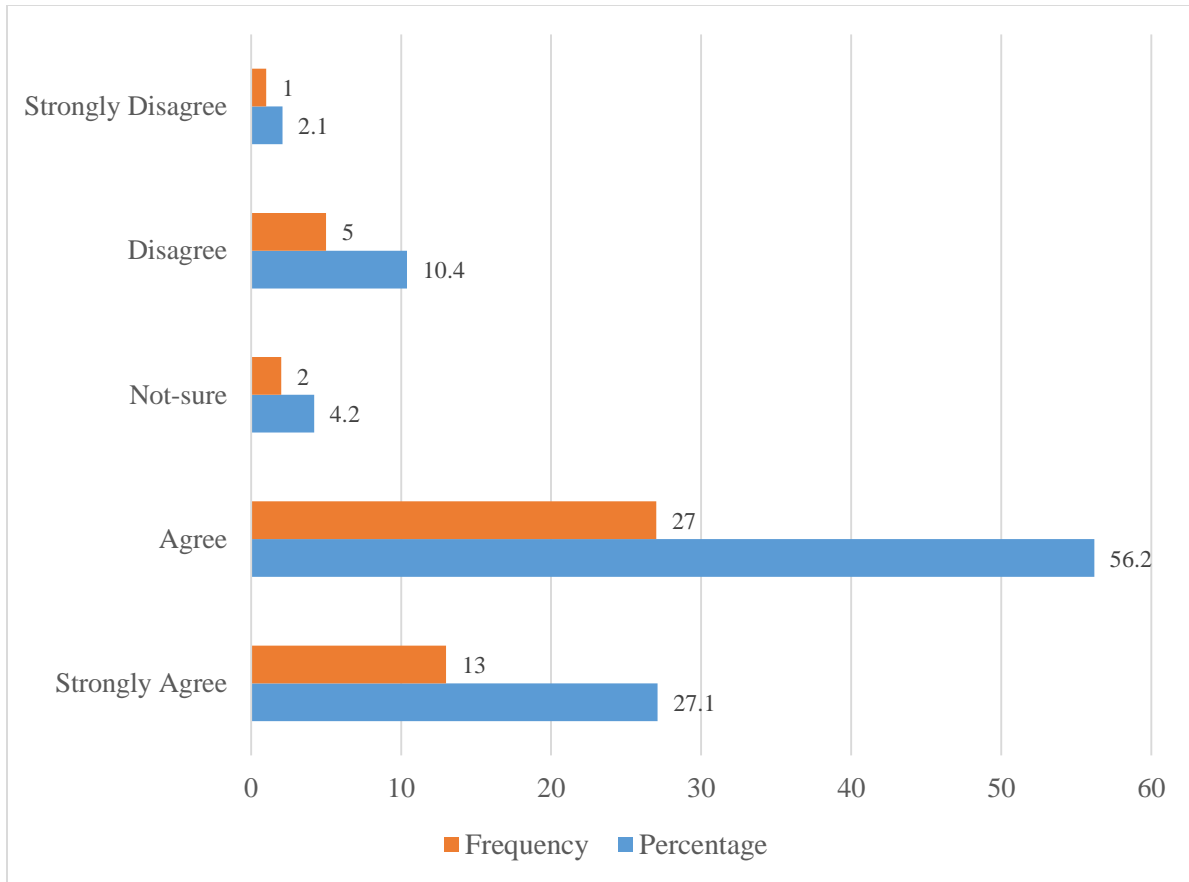
Figure 4.10 below shows the results which were obtained when the respondents were asked to indicate if they agreed that employee perception about contributing to the organization`s growth influences their motivation levels within the organization. Meaningful work is not only significant to the organization but to worker himself as it brings to them fulfillment and satisfaction. This might be the reason why more than 50% of the respondents agree that meaningful work is an important factor to ensuring motivation within the workplace. 33.3% of the respondents indicated that they strongly agree that meaningful work is significant to determining the motivational levels within the workplace which might be suggestive that meaningful work is the fulcrum factor for intrinsic motivational factors which might be greater than money or any other extrinsic motivation factor. Pocock (2006) argues that meaningful work is a dividend to the employee because it brings with it a sense of achievement and a feeling of accomplishment.



*Fig 4. 10 Employee perception about contribution to organizational growth influence motivation*

#### **4.5.4 Employee skill development influences motivation**

Figure 4.11 shows the results which were obtained when the respondents were asked to indicate if they agreed that employee skills development influences motivation levels within the organization. 40 respondents out of a total of 48 respondents indicated that they either agree or strongly agreed that having their skills developed is a great source of motivation for them to perform their duties at work effectively. 56.2 of the respondents indicated that they agree to training and development of employees probably because it provides the workers with the opportunity to grow and enhance their knowledge base and ultimately have their skills sharpened which is are crucial components to the performance of employees and is highly beneficial to the organization at large. Abdullah & Djebavni (2011) argues that trained workers are more motivated to perform their jobs compared to untrained employees. Hunjra et. al (2010) also argue that training programs designed by organizations positively raise employee`s advancement that is good for their competencies. Only one individual strongly disagreed with the assertion which shows that training and development is a crucial component to employees within the workplace.



*Fig 4. 11 Employee skills development influence motivation*

#### **4.5.5 Employee self-actualization influences motivation**

Figure 4.12 above shows the results which were obtained when the respondents were asked to indicate if they agreed that employee self-esteem influence their motivation levels within the organization. 83.3% of the respondents indicated that they either agree or strongly agree that the need for self-actualization is critical to work motivation. This huge percentage is probably due to what Maslow proposed in his hierarchy of needs where self-actualization is at the apex of the hierarchy and it being there, it continues to act as a motivating factor for employees as they strive to reach it and also when they reach it they even perform more and better than they did when they were not yet actualized. Maslow proposed that unmet or unsatisfied needs are the primary source of motivation and needs at the lower level of the hierarchy have to be met before needs at the higher level are met hence within the workplace employee will continue to perform their duties in a bid to satisfy their needs and as they satisfy their needs they move to the higher needs and ultimately actualize. The number with which did not agree with the question is highly insignificant

compared to the number that agreed which shows that self-actualization is critical to work motivation and performance.

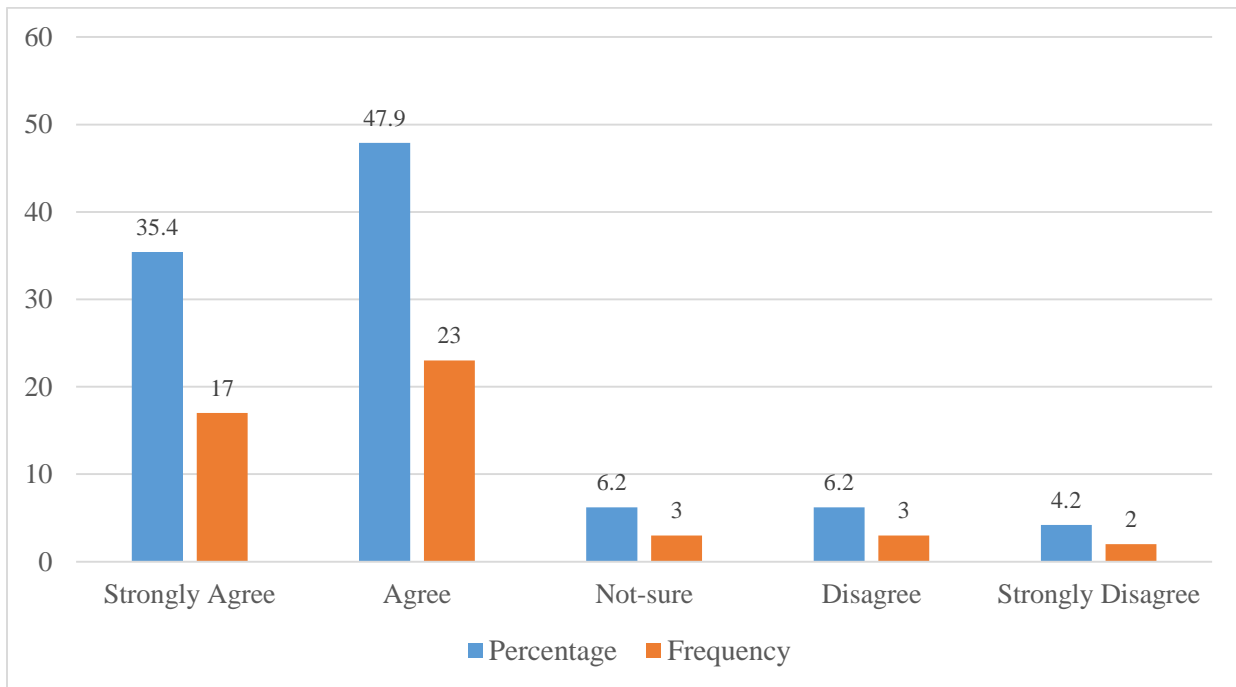


Fig 4. 12 Employee self-esteem influences motivation

#### 4.5.6 Recognition and appreciation by the organization influences work motivation

Figure 4.13 shows the results which were obtained when the respondents were asked to indicate if they agreed that recognition and appreciation within the organization influence their motivation levels within the organization. Karlimullah et.al (2010) argue that recognition and appreciation are essential factors for enhancing employee job satisfaction and is directly associated with work performance. This might be the reason why 40 respondents out of a total of 48 respondents indicated that recognition and appreciation while the remaining 8 respondents saw 3 respondents indicating that they were not-sure while the other 3 respondents disagreed and 2 respondents strongly disagreed but these were relatively insignificant to the population that agreed. The population that disagreed might be those of the view that people should not wait for any complement from other people to determine their effectiveness or get applause but rather should applaud themselves so as to ensure that when applauded by others it will be complementary and not necessarily secondary.

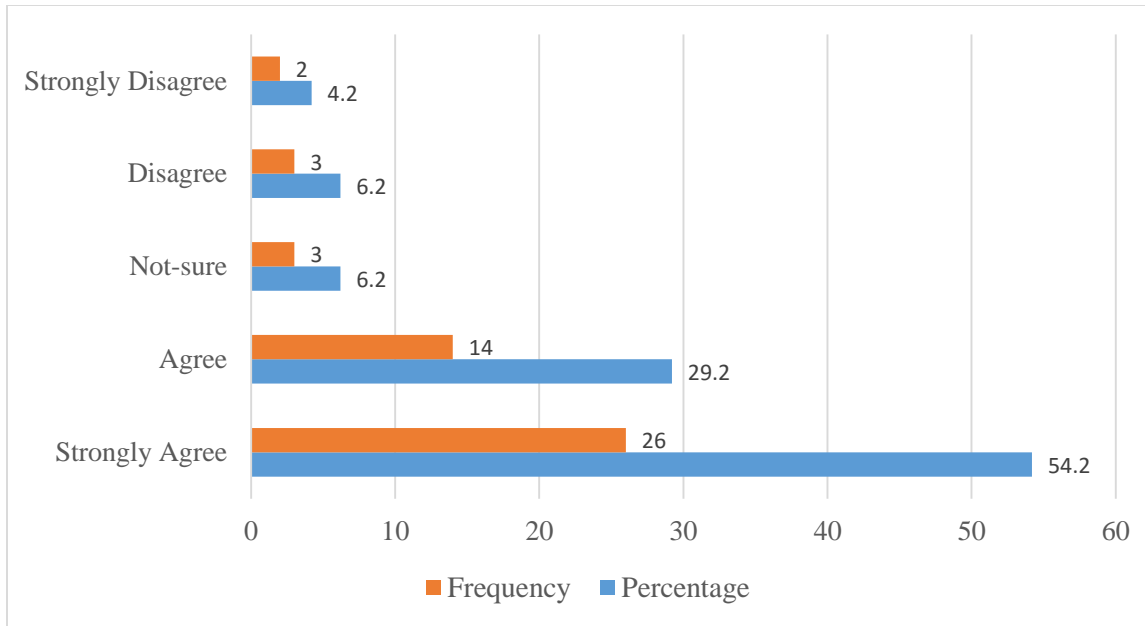


Fig 4. 13 Recognition and appreciation influence motivation

#### 4.6. Impact of motivation on employee performance

##### 4.6.1 Employee motivation impacts quality work production

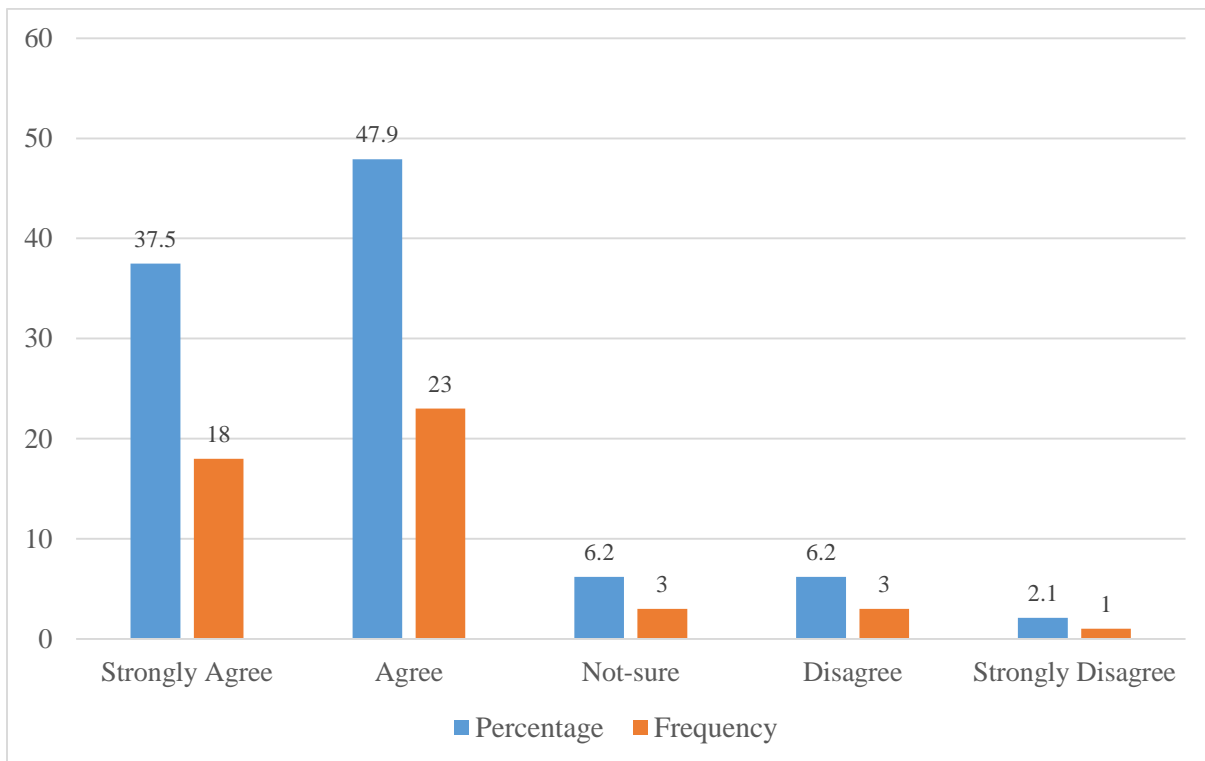


Fig 4. 14 Employee motivation impacts quality production

Figure 4.14 shows the results which were obtained when the respondents were asked to indicate if they agreed that employee motivation impacts quality production within the organization. 37.5% of the respondents indicated that they strongly agree that work motivation impacts their productivity at work and this might be because motivation is associated with quite a number of factors such as engagement and job satisfaction which are also associated to performance hence a diminish in motivation will affect the employee in quite a number of ways thus a further 47.9% of employees were prompted to indicate that they agree. Both extrinsic and intrinsic motivational factors will be at work to work on employee productivity but it however rests with both the employees and managers to cultivate a climate of high motivation where managers might try and improve the external factors while employees set goals and work on themselves so as to boost their internal drive to perform within the workplace. An in-depth analysis of motivation on productivity shows that employees perceive that extrinsic and intrinsic motivational rewards might act contingent upon their productivity and hence this might be the crucial factor while figure 4.14 indicates that more respondents agreed than those that disagreed.

#### 4.6.2 Employee motivation impacts employee turnover

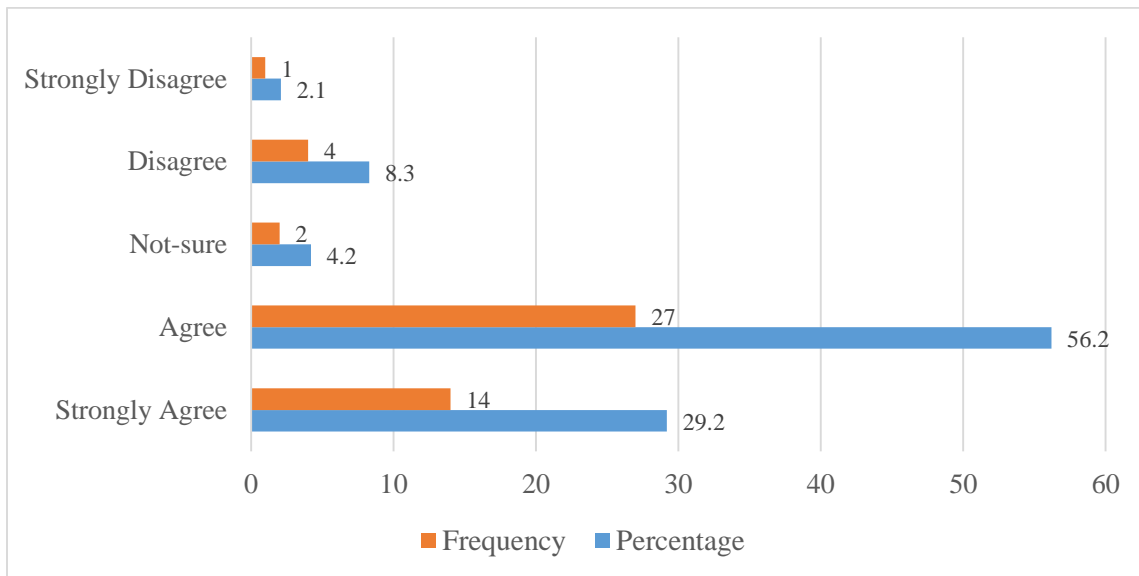


Fig 4. 15 Employee motivation impacts employee turnover

The above figure shows the results which were obtained when the respondents were asked to indicate if they agreed that employee motivation impacts employee turn-over within the organization. 56.2% of the respondents indicated that they agree with the statement that motivation impacts turnover. Where there is a low climate of motivation, turnover becomes high and such is

not ideal for the organization as it affects employees that remain with the organization as well as those that join. Higher turnover also leads to withdrawal behaviors at work and hinders communication flow and trust. Thus, due to the significant role that motivation has on performance, very few respondents (n = 1) indicated that they strongly disagreed while 2 respondents indicated that they disagree.

#### 4.6.3 Employee motivation impacts job satisfaction

Table 4.5 below shows the results which were obtained when the respondents were asked to indicate if they agreed that employee motivation impacts job satisfaction within the organization. A total of 38 respondents indicated that they agree and strongly agree respectively to the statement that employee motivation affects job satisfaction. This might be due to the fact that when employees are discouraged at work about their job, managers and the organization at large, they become predisposed to experience negative consequences which in turn leads to lower level of satisfaction with own job. However, a smaller percentage of the respondents indicate that they do not agree to the statement which might be due to the fact that there are quite a number of factors that impact job satisfaction such as ability to perform the task to which a lack in abilities might be the major determinant factor.

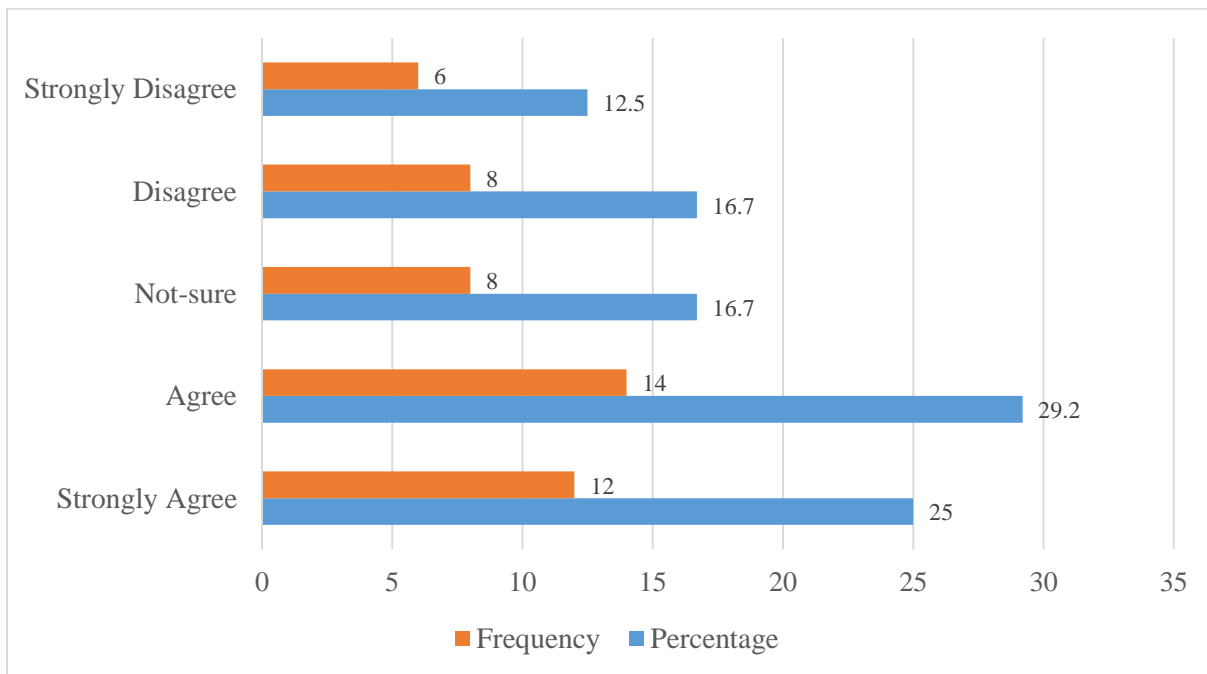
<b>Level of Agreement</b>	<b>Percentage</b>	<b>Frequency</b>
Strongly Agree	18.8	9
Agree	60.4	29
Not-sure	8.3	4
Disagree	8.3	4
Strongly Disagree	4.2	2
<b>Total</b>	<b>100</b>	<b>48</b>

*Table 4. 6 Employee motivation impacts Job Satisfaction*

#### 4.6.4 Employee motivation impacts employee absenteeism

Figure 4.14 shows the results which were obtained when the respondents were asked to indicate if they agreed that employee motivation impacts employee absenteeism within the organization. There was a seemingly fair distribution of views from the respondents as 50% of the respondents indicated that they either strongly agree or agreed while the other 50% of the respondents indicated

that they were not-sure, disagree and strongly disagreed. This might be largely due to the existence of quite a number of factors as determinants of employee absenteeism ranging from challenges and problems at home to stressful situations at work. However, it is important to note that where motivation is high, absenteeism usually lowers and where there is a low motivation climate, absenteeism sprouts. Absenteeism is a pervasive problem within the industry and failure to deal with it might be costly to the organization and also absenteeism prepare way for turnover thereby impacting on work performance.



*Fig 4. 16 Employee motivation impacts employee absenteeism*

#### **4.6.5 Workplace motivation is associated with employee stress**

The figure below shows the results which were obtained when the respondents were asked to indicate if they agreed that employee motivation is associated with employee stress within the organization. 24 respondents out of a total of 48 respondents indicated that they agree (n = 14) and strongly (n = 12) that move along with the question that workplace motivation is associated with stress. This might be because persistent dissatisfaction within the workplace is a powerful source of stress and with the problems that are being faced by the employees of ZINWA, they quickly resonated with the statement. However stress that emanates within the workplace might be chronic because it would have been bottled up for quite some time and displaying your true emotional state



within the parastatals might cause a hearing thus employees might bottle up for the short time while in the long this goes on to haunt the whole organization.

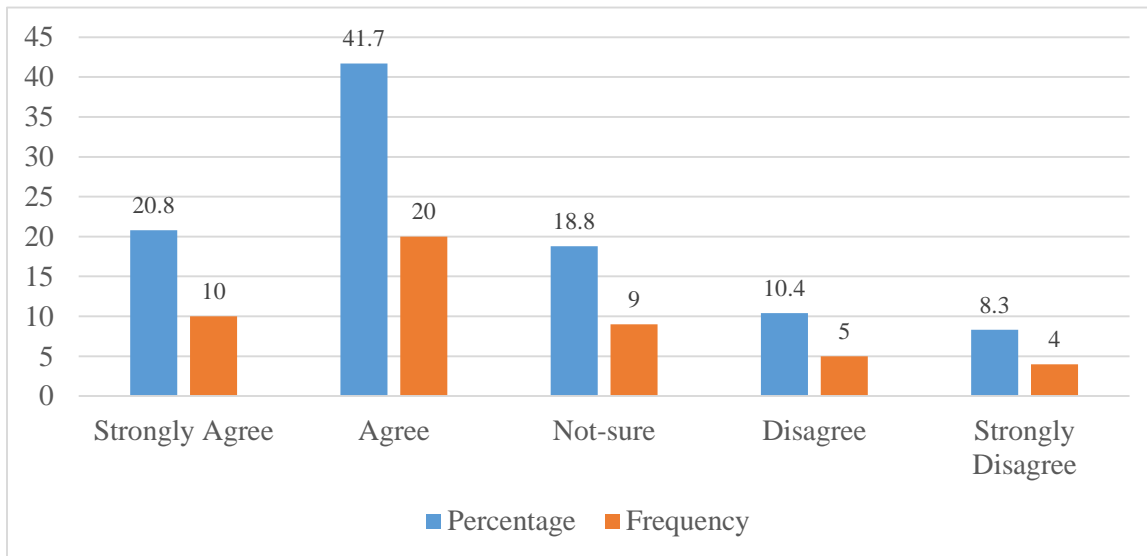


Fig 4. 17 Employee Motivation is related to employee stress

#### 4.6.6 Employee motivation impacts on employee development

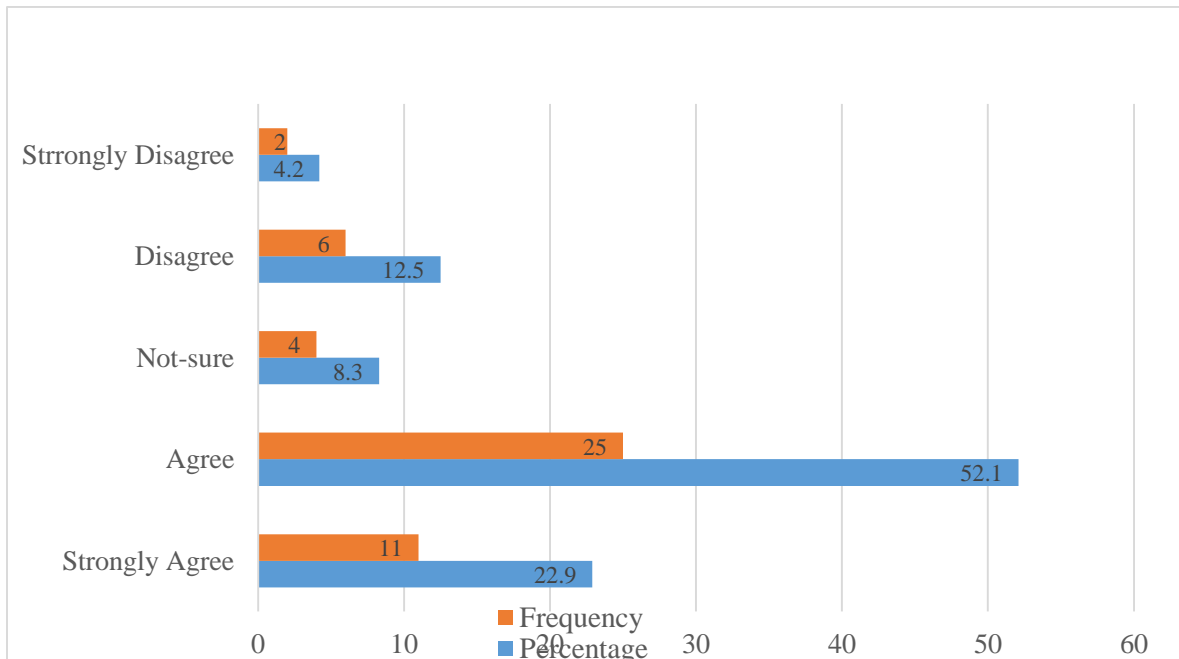


Fig 4. 18 Employee motivation impacts employee development

The above figure shows the results which were obtained when the respondents were asked to indicate if they agreed that employee motivation impacts employee development within the organization. 52.1% of the employees indicated that they agree which might be an indication that that employees truly value their welfare and want to stay updated with relevant skills in a global world that is ever changing. The number of respondents that respondent negatively were fewer than those that agreed which could be an indication that when employees are not motivated their development within the organization becomes stunted.

#### 4.7 Correlation analysis results

##### 4.7.1 Correlation of extrinsic factors and employee motivation

The table below shows that there exist a correlation between extrinsic factors and employee motivation. The highest correlation exists between employee motivation and availability of growth opportunities ( $r = 0.922$ ) followed by the organization`s management style ( $r = 0.902$ ). The least correlation was between the organization`s information dissemination system ( $r = 0.865$ ) and the nature of the job ( $r = 0.844$ ).

Extrinsic Factors	1	2	3	4	5	6
Financial Incentives	1					
Organization`s management style	0.902	1				
Organization`s Information Dissemination system	0.865	0.924	1			
Physical working conditions	0.891	0.894	0.928	1		
Nature of job	0.844	0.832	0.911	0.931	1	
Availability of growth opportunities	0.922	0.866	0.855	0.909	0.888	1

*Table 4. 7 Correlation between Extrinsic Factors and Employee motivation*

#### 4.7.2 Correlation of intrinsic factors and employee motivation

Intrinsic Factors	1	2	3	4	5	6
Ability to perform a task	1					
Empowerment and Autonomy	0.896	1				
Significant Contribution to the organization	0.812	0.948	1			
Employee Training and Development	0.849	0.962	0.942	1		
Self Esteem	0.85	0.948	0.96	0.942	1	
Recognition and Appreciation	0.873	0.906	0.895	0.893	0.933	1

\*Correlation is significant at the 0.01 level (2-tailed)

*Table 4. 8 Correlation between Intrinsic Factors and Employee Motivation*

The table above illustrates the correlation that exist between intrinsic factors and employee motivation. The highest correlation was between empowerment and autonomy ( $r = 0.896$ ) followed by recognition and appreciation ( $r = 0.873$ ). The lowest correlation was between employee training and development ( $r = 0.849$ ) and significant contribution to organization ( $r = 0.812$ ).

#### 4.7.3 Correlation between motivation and work performance

The table below is a tabular illustration that there exists a correlation between motivation and work performance. The highest correlation was between employee turnover ( $r = 0.946$ ) and work motivation followed by Job satisfaction ( $r = 0.882$ ). The lowest correlation was between employee development ( $r = 0.873$ ) and work motivation.

Performance	1	2	3	4	5	6
Quality work-production	1					
Employee Turnover	0.946	1				
Job satisfaction	0.882	0.909	1			
Employee Absenteeism	0.846	0.847	0.894	1		
Stress	0.876	0.875	0.917	0.935	1	
Employee Development	0.873	0.894	0.945	0.901	0.938	1

*Table 4. 9 Correlation between Motivation and Work-Performance*

#### **4.8 Chapter summary**

This chapter presents the data that was obtained from the field study using a questionnaire and the responses were provided by employees of ZINWA Mazowe Catchment in Harare. Descriptive statistics were used to represent the collected data hence bar graphs, pie charts and frequency tables were used to present the data. The chapter further goes on to show the results of the correlational analysis of employee motivation and employee performance. Further discussions, conclusions and recommendations from the above presented data will be provided for in the next chapter.

## **CHAPTER FIVE**

### **DISCUSSION, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

In this chapter, the researcher will discuss about the findings discovered during data presentation and analysis thereby summarizing the major findings, further making conclusions and recommendations. The findings will be outlined according to specific objectives of the study which is to discover the influence of motivation on work performance of employees at ZINWA.

#### **5.2 Discussion of findings**

The purpose of the study was to determine the factors that influence the motivation of employee at ZINWA. The study was guided by the research questions such as what are the extrinsic and intrinsic factors that influence the level of work motivation and what influence does work motivation has on the performance of the workers at ZINWA. The data was collected using questionnaires and this facilitated the researcher to adopt a descriptive research design and the Statistical Package for Social Sciences (SPSS) software version 21 to enable the carrying out of the analysis. The study used descriptive statistics using statistical indexes such as frequencies and percentages.

#### **Extrinsic factors that influence employee motivation**

The findings indicated that availability of growth opportunities, organization`s management and physical working conditions were the most important extrinsic factors that influenced employee motivation. The extrinsic factors are those factors affecting employee motivation which emanate from outside the task or the job. These findings agrees with Chintaloo and Mahadeo (2013) who also identified that the work environment as an extrinsic factor affecting employee motivation. This is due to the fact that most employees feel that they have the autonomy to do what they are supposed to and the experience of self-confidence in their roles. It further widens individual`s scope of skills (Whittaker, 2008). Availability of growth opportunities make individuals to have more responsibilities and development over their work so that they become more efficient and improve on their potential. Organizational information management and effective dissemination of information are other identified extrinsic factors. This is because whenever individuals accesses the organizations information without difficulties they feel like they are part of the organization

and hence kills rumors, enhances trust, teamwork and contributes to decision making (Chiang and Jang, 2008). This is largely because the employee feel that they belong where they are more connected. According to Kalimullah, et al., (2010), managers have a special responsibility for creating a motivating climate and for making every effort to enrich work for their employees.

On a broader spectrum, employee performance depends on a large number of factors, such as motivation, appraisals, job satisfaction, training and development and so on, but this paper focuses only on employee motivation, as it has been shown to influence to a significant degree the performance in the organization (Chintaloo and Mahadeo, 2013).

Furthermore, the extrinsic factors are fundamental in influencing the employee to strive at achieving the set goals by efficiently performing the necessary tasks. According to Mudor and Tookson (2011), desire to achieve the set target is the motivation that makes most employee to perform efficiently and be good at something within the organization as the employee realizes that his or her efforts are worth much more to the organization. This is especially so with regard to the salary structure offered by the organization, the level of employee-management relationship as well as the quality of the work environment that the organization accords its employees (Chintaloo and Mahadeo, 2013).

### **Intrinsic factors that influence employee motivation**

The study identified empowerment and autonomy of employees within the organization, recognition and appreciation, job meaningfulness, employee perception on skill development, and the perception about contributing to the firm`s growth were the most highly cited intrinsic factors influencing employee motivation. This is in tandem with Annamalia et al., (2010), who argued that the intrinsic factors are the set of behaviors which people engage in and whose upshot are enjoyable or are occasionally challenging. Appreciation of employees by the organization among other recognitions influences work motivation and enhances employee job satisfaction (Kalimullah et al., 2010). This is because when the employee is recognized for the activity done they tend to feel like they are part of the organization and will actually contribute to the organizational achievements. These findings agree with Jackson (2011) who also found out that the more the employee skills are involved the more meaningful the work becomes for the employee. Most employees would actually like to be recognized by their levels of skills and

competencies within the organizations because they tend to feel relevant and the sense of belonging to the organization. This further enhances their attachment to the organization.

Influence of employee view of the job (task significance) was another intrinsic factor which was identified to have influence on employee motivation. This is because most people work to earn a living in addition to other satisfactions that comes with the job such as doing something worthwhile. Some people work to earn a living to provide for their families meaning that those who benefit are outside the organization while others work to get satisfaction (Lunenburg and Ornstein, 2008). A worker who finds work meaningless may react negatively even though all the environmental factors are well looked after. Employees are intrinsically motivated when they realize satisfaction, enjoyment from their jobs and have an opportunity to realize self-actualization.

The study identified employee perception on skill development was an intrinsic factor influencing employee motivation. This is because training provide chances to employee growth and enhances their knowledge and skills. The findings agrees with Abdullah and Djebavni (2011) who identified that trained employees are more motivated with their jobs as opposed to the untrained employees. In addition, training also makes employees to be more marketable and enhances their employability to different organizations in the global market.

There was a high correlation between availability of growth opportunities and employee motivation because according to the need theory it facilitates employees to meet the significant needs in their lives.

### **Impact of employee motivation on performance**

The study found that most respondents felt that motivation affects employee turnover, job satisfaction and employee turnover. Absenteeism affects employees performance in the organization, in that it makes employees withdraw from the organization, care less and hence low output in their performance which may be due to job dissatisfaction. These findings agrees with Anderson (2004) who also noted that absenteeism is as a result of job dissatisfaction emanating from other factors such as stressful work situations. Motivation to attend work is also another contributing factor to absenteeism as noted by Obasan (2011). According to

Vlosky and Aguilar (2009), absenteeism may be too costly to the organization because it contributes to the ineffectiveness of the organization because of low productivity of the employees.

The study indicated that motivation affects employee productivity. This is because employee motivation leads to increased productivity. These findings agree with Wentzel and Wigfield (2009) who found out that motivation affects employee's productivity in terms of business long-run successes. Productivity increases as the organization finds new ways to use fewer resources to produce its output. Since through gains in productivity organizations tend to reduce costs, save the scarce resources and enhance profits.

The study also found out that motivation affects employee turnover. Employee turnover is when employees leave the organizations and have to be replaced. When there is a high turnover in the organization, employee tends to feel insecure with their jobs and hence affects their performance. These findings agree with Van and Adonis (2008) who also found out that employee turnover affects the behaviors (withdrawal) of the employees and their loyalty to the organizations which affects employee motivation.

It is apparent that the employees are probably the most important resources that an organization possesses. Therefore, it is perceived that when the employees are working at their full capacity the performance in the organization is boosted markedly (Kalimullah, et al., 2010). Therefore, the impact of employee's level of motivation in performance is an irrefutable fact. Hence, performance appraisals have a positive ramification on the performance in any organization.

### **5.3 Conclusions**

Employee motivation is a highly sensitive concept which is affected by a multiplicity of factors. Some of these factors are extrinsic in that they emerge from within the organization and are an external obligation on the employee. In other words these factors are environmental. Most of these factors are within the controls of the organizational management and can as such be exploited by the management in order to boost the levels of employee motivation. The manner in which the organization handles or manages these extrinsic factors are indeed crucial in determining not only the level of employee motivation on their own but also do



influence other factors, especially the intrinsic factors that further act as determinants of the level of motivation of employees.

The intrinsic factors are also important in determining employee satisfaction. This is probably because they go to the core of the employee's observation about their jobs and about how they feel that the tasks that they are assigned are meaningful and relevant as well as having the ability to take them on. The issue of motivation is individualistic and inherent in an employee and influence employee to develop a certain mind set regarding their jobs. Such perceptions control the level of employee motivation. Thus being inherent, such issues as employees perception about their being appreciated by the organization and opinion about their jobs among other subjective factors are therefore crucial in determining the level of satisfaction that an employee may feel regarding their jobs.

Motivating employees is an important factor on employee performance henceforth it is important to know which factors motivate the employees in a given organization so that the management can put more emphasis on the motivating factors. Also, it is important to embrace motivational factors while embracing individual differences because the discussed literature shows that there has been a tendency to overemphasize either motivational factors or individual difference to which embracing knowledge from both dimensions with benefit the employees and the organization at large. Organizations will benefit in terms of enhanced understanding of factors that influence employee motivation which directly impacts performance.

## **5.4 Recommendations**

At the backdrop of findings, summaries and conclusions of the research, the study makes the following recommendations for improvement:

### **5.4.1 To ZINWA**

The organization must develop an appreciation of the importance of motivation as a psychology tool that is crucial to human functioning. People might be conducting similar task and be in similar department but that does not guarantee similar performance hence motivational factors must be aligned to individual differences that exists between employees. Thus, the organization should acknowledge and exploit extrinsic motivational factors such as creating more growth opportunities for its employees which will facilitate improved performance. A crucial point to note is that no

extrinsic factors works independently hence the need to diversify the motivational factors and offering them at intervals so as to ensure that employees become creative and innovative in conducting their work. It is also important for the organization to take a precautionous stance so as to avoid extrinsic factors becoming the major determinant factor of performance but rather an aiding factor which comes as a results of appreciation and recognition of performance. The organization should appreciate the impact of the employee motivation on the long and the short-term organizational goals and objectives. The organizations should acknowledge the impact of the employee motivation on such organizational aspects as productivity and performance, employee absenteeism levels, employee turnover rates as well as employee stress levels. Therefore, the organization and the general management should consider implementing policies and practices that positively affect employee motivation. Such a strategy should be taken in tandem with the general organizational goals and objectives and should contribute to both the long-term and the short-term human resource strategy

#### **5.4.2 Managers**

The organization`s management and its employees should develop an appreciation of the intrinsic factors as to what are they and more importantly how do they work. This is largely because intrinsic motivation is highly subjective but very crucial to performance. The organization should effectively design a corporate climate that is rich in trust and raise its standards of performance so that all the employees that are incorporated within the organization will tap into their potential and develop a mindset of tapping out the best of themselves at work for their own development and ultimately the growth of the organization. The vision of the organization should be further broken down into the vision of departments so as to institutionalize a culture in which employees develop the drive to become significant and offer significant contributions to the organization. Managers play a critical role in ensuring motivation within the workplace hence they must develop crucial attention skills that will make them able to focus on the differential motivational factors and how they can be utilized to motivate employee for maximum performance.

#### **5.4.3 Employees**

After a thorough analysis of the literature on the role of extrinsic and intrinsic motivational factors clearly depicts that intrinsic motivational factors in most cases exert more influence compared to extrinsic motivational factors. The good thing about this is that intrinsic motivational factors are

within the reach of the employee unlike extrinsic motivational factors with which the employee has to wait for the organization do take action. A point of significance crucial to note is that the nature and orientation of the industrial world is changing and the world is becoming more capitalistic by the day hence personal-employee-development is crucial to ensure that one stays relevant to the industry. Therefore, it is crucial to set goals and utilize them as a motivational tool as well as to take massive action towards developing oneself which would in turn facilitate one to take on obstacle as well as developing a character that will act as a motivational drive to other employees. Hence, organizational change begins with one employee till it becomes a culture and ultimately the culture might be institutionalized for the betterment of the whole organization.

### **Researchers**

The concept of motivation has proved to have been a topic of interest to quite a number of researcher largely due to the fact that motivation is critical to performance. However, going forward, it is crucial for researchers to note that motivation will remain the same but the motivational factors might differ hence it is crucial to drive the agendas of the workplace by paying particular attention to the seemingly minute factors such as intergroup relations and how they influence behavior.

### **5.6 Recommendations for future research**

It is crucial for future researchers to note that motivation is an essential component to human behavior in differential setting of life. However, within the workplace there is need to address the concept of organizational vision and mission statement as to how it impacts employee motivation and work-performance. This will focus largely on the behaviors of company executive to determine how they themselves align their skills and potential to the organization`s mission and vision and ultimately how do they utilize that to ensure that their subordinates remain motivated and perform for the betterment of the organization. Much of the research to follow should however try and focus largely on how the differential motivational factors that propel workplace behaviors might be institutionalized for the betterment of the organization thereby designing a manual that might be utilized by managers to ensure that they maintain a climate of high motivation.

## **5.7 Chapter summary**

This chapter focused largely on discussing the findings of the entire research which brought into light that extrinsic motivational factors are also as important as intrinsic motivational factors and there exist between them a positive correlation. Then, conclusions were made and finally recommendations were given to employees, researchers and managers on how they can utilize the concept of motivation to improve performance within the workplace.

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**APPENDICIES**  
**APPENDIX A**  
**QUESTIONNAIRE**

**Introduction**

My name Takunda Michael Mandondo; I am studying for an Honours Bachelor degree in Psychology with the Midlands State University. I am carrying out a research titled, “**The impact of extrinsic and intrinsic motivational factors on work performance of employees at ZINWA (Mazowe Catchment)**”. This research is purely for academic purposes and the information obtained will be treated with utmost confidentiality. I therefore, kindly request that you assist by completing this questionnaire.

**Section A: General and demographic information**

Fill in the blank spaces provided or please tick (√) the box that corresponds to your response where applicable.

1. **Work Position:** Manager  Employee

2. **Gender:** Female  Male

3. **Age:** Below 25  25 to 34  35 to 44  45 to 54  Above 55

**4. Educational Background:**

Secondary  Certificate/Diploma  Degree or Higher  Masters of Higher

**5. Years of service**

1 to 4 years  4 to 9years  9 to 14years  15 to 19 years  20 and above

**With respect to section B, C and D please indicate the level of agreement with each statement:**

(SA-strongly agree, A-agree, NS- Not Sure, D-disagree and SD-strongly disagree)

	SA	A	NS	D	SD
	1	2	3	4	5
<b>Part B: Intrinsic Motivational Factors</b>					
1. I am more motivated to do my work because of my ability to perform the tasks associated with it					
2. The level of empowerment and autonomy at my organization has an impact on my motivation					
3. I am more motivated to carry out my job when I feel it has a significant contribution to the organization					
4. The extent to which I am being trained and developed at work has an impact on my motivation					
5. The need for self-actualization impacts my level of motivation at work					
6. The level of recognition and appreciation in my organization impact my level of motivation at work					
<b>Part C: Extrinsic Motivational Factors</b>					
7. Financial incentives such as salary and bonuses influence my motivation					
8. The organization`s management style influences my motivation					
9. The organization`s information management systems influences my work performance					
10. Physical working conditions impacts my work motivation					
11. The nature of my job keeps me motivate					
12. Availability of growth opportunities influence my motivation					
<b>Part D: Impact of motivation on work-performance</b>					
13. I believe the level of employee motivation in my organization has a direct impact on quality work production					

14. The level of employee motivation has a direct impact on employee turnover					
15. Job satisfaction is as a result of high levels of employee motivation					
16. I believe the level of employee motivation in my organization has a direct impact on employee absenteeism					
17. The degree to which employees in the organization exhibit stress levels is as a result of their levels of motivation in the workplace					
18. The rate at which employee develop at work can be attributed to their levels of motivation					

**Thank you for your time!**

**APPENDIX B**  
**LETTER FROM ZINWA**

**APPENDIX C**

**AUDIT SHEET**

**MIDLANDS STATE UNIVERSITY**

**SUPERVISOR- STUDENT AUDIT SHEET**

<b>Date</b>	<b>Activity</b>	<b>Lecturer`s Signature</b>	<b>Student`s Signature</b>
<b>20-8-16</b>	<b>Topic Discussion</b>		
<b>28-8-16</b>	<b>Proposal Approval</b>		
<b>22-2-17</b>	<b>Chapter 1 &amp; 2 Submission</b>		
<b>1-3-17</b>	<b>Chapter 3 Corrections</b>		
<b>12-3-17</b>	<b>Chapter 1-3 Corrections</b>		
<b>30-3-17</b>	<b>Chapter 4 &amp; 5 Submissions</b>		
<b>5-4-17</b>	<b>Chapter 1- 5 Corrections</b>		
<b>21-4-17</b>	<b>First Draft</b>		

STUDENT’S SIGNATURE .....

SUPERVISOR’S SIGNATURE .....