

**EXAMINING MOTIVATORS OF WORK PERFORMANCE AMONG
UNDERSTAFFED GENERAL WORKERS AT ROAN GENERAL
HOSPITAL AND ROAN SCHOOL OF NURSING**

By

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DEDICATION

This work is dedicated to my husband James Mweemba, my daughter Likumbi Mweemba and my sons Ozzy, Chabota and Wana for always being there for me whenever I would take a step forward to further my education. I also dedicate this to all saints in my family members who, having worked so hard to see me through, answered God's call before they could see the fruit of their labour, and to my lecturers Dr. Masaiti, Mrs. Sumbwa, Mrs. Chipalo, Mrs. Malambo for standing by me throughout my period of study.

DECLARATION

I, Kasoka Ruth, I hereby declare that the work here in is my own, and that all the works of other persons used have been duly acknowledged, and that the work has not been presented at the University or indeed another institution for similar purposes.

Signature:..... Date:.....

APPROVAL

This research report of Kasoka Ruth is approved as partial fulfillment of the requirement for Master of Education Management by the Zimbabwe Open University.

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ABSTRACT

The purpose of this study was to examine motivators of work performance among understaffed general workers at Roan general hospital and Roan school of nursing. This study was both quantitative and qualitative in nature. 51 general workers were purposively selected and participated in the study. Data was collected through administering self-constructed questionnaires and interviews. The key findings from the study revealed that job security and appreciation at work of general worker by their superiors were considered the most influential intrinsic motivation factors while extrinsic motivators for work performance were wages/salaries. The study also shows that general workers have developed coping strategies such as running small-scale businesses to sustain themselves .Workers also borrow money from leading institution or seek help to sustain their families. There is a negative relationship between job satisfaction and work performance where the general workers are not satisfied with their work leading to reduced performance. Most general workers continued working because they have no other job alternative as a secure source of income.

The study, therefore, recommends that the hospital authority should come up with motivating factors such as awarding general workers who performs better. It is further recommended that Roan General Hospital and the School of Nursing should request from Ministry of Health the required numbers of general workers and fill the positions so that under-staffing would be eliminated. Government should employ adequate staff for quality work to be enhanced.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Most organization's mission and vision is to ensure that its objectives are being achieved and achieving these goals depends on how workers are motivated. In this time of competition in organizations, there is need for organizations to depend on human resource. When human resource is highly motivated and satisfied with work the organizational goal are reached. It is necessary for Roan General Hospital and Roan Nursing School to understand the employees views toward their job and to measure the level of satisfaction as the workers are understaffed work tend to be loaded. The efficient of human resource management in maintaining higher job satisfaction levels in health institutions determine not only the performance of the institution but also affect the growth and performance of the entire organization.

General workers are equally important in any given organization because they contribute to the organizational effectiveness, hence need for them to work in a stress-free environment. Employment is one of the important parts of our daily lives which cause a great deal of stress. Kasser (2002) observed that due to the competitive nature of the job environment most of the people in the world are spending their time on job related work purposes resulting in ignoring the stressors which influence their work and life. Usually people are more worried about the outcome of their work that can even affect the way they treat other people and how they communicate with their peers and customers. Workers with increased work overload are stressed and are not satisfied with their job. Therefore, it is very important for employer and employees to realize the stress and the stressor that causes all the negative effects in the organization so that the organizational goals are achieved.

Reward systems and recognition are consistently acknowledged by organizations and managers as an important element in motivating individual employees (Armstrong and Murlis, 2007). Rewards are also used as an attraction to retain employees. The importance of a motivated worker in any workplace cannot be overemphasized as this is seen to result in increased productivity and effectiveness. It is therefore imperative that worker's motivation is promoted in every organization. A great deal of the way people behave is influenced by the way they are measured and rewarded (Kasser, 2002).

Reward systems being one such factor is concerned with the formulation and implementation of strategies and policies whose purpose is to reward people fairly and consistently in accordance to the values of the organization. Rewarding has been found to be one of the main organizations policies which can increase the performance of staff and increase the outputs of organizations (Ajila, 1997). Ministry of health also looks at combining good human resource performance approaches on motivation incentives to encourage good performance. Roan General Hospital and Roan school of nursing is not an exception and the notion of worker's motivation and good performance outcomes is not new to the institution.

Robbins, 1993, Locke 1976 defines job satisfaction as: 'a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences' (p.1304). Furthermore, job satisfaction can be characterized as an attitude concerning the extent to which people like or dislike their jobs (Spector, 1997). Therefore general workers need to be satisfied with their work for them to perform and have desired output for the organization.

Motivation can be intrinsic or extrinsic, intrinsic motivation occurs when individuals engage in activity for their own personal satisfaction (Covington, 2007). Extrinsic motivation is typically defined as performance for some type of tangible payoff such as grades, money, or recognition. If

rewards come from external sources and are unrelated to the value of an action, they are categorized as extrinsic (Covington, 2007). Several factors have been identified to be associated with the levels of motivation in workers.

Work overload is defined as having too many demands and too little time to fulfill them (Rapoport and Rapoport, 1976). Work overload for general workers at Roan General Hospital and Roan School of Nursing on the payroll are 51 while the actual number of general workers on the establishment should be 91. These figures do not tally with the actual numbers on the payroll due to the fact that many positions are frozen. This study will focus on assessing the effect of work-overload on employee's job satisfaction among work-overloaded general workers at Roan general hospital and the school of nursing. The workers are faced with obligations which require them to do more than they are able to do in the time available (Sales, 1970).

1.2 Statement of the problem

Extreme work overload makes employees work performance to decline. This is because employees can't think well and get exhausted as they work. As stated by Cordes and Dougherty (1993) the emotional exhaustion, negative self-evaluations, and lowered self-esteem are also associated with worker's stress. The reduced work force facilitates emotional stress and exhaustion. The establishment for general workers at Roan General Hospital and Roan School of Nursing is 91 while the actual number on the ground is 51. This establishment is understaffed. Understaffed workers are exposed to work overload. Gryna (2004) and Galinsky et al. (2001) outlined the following symptoms of Work-overload: Long work days, not considering own judgment, difficulty in taking vacation time, responding to work problems during non-work time, including taking work home, "add on" tasks making it difficult to focus on the main job, missing work days due to illnesses, frequent interruptions, and Errors caused by tired employees.

General workers are part of the health team who are required to carry out infection prevention. Chanda (2004) defines hospital acquired infections (HAI) as any infection which develops in an in-patient, especially where the incubation period is unknown, or where the infection is due to malpractice by health-care providers by not observing Infection Prevention Guidelines. Lack of cleaning materials to use, the miss match in the work available with the general workers performing the tasks lead to inability to attain quality provision of tasks assigned and this can cause out breaks of diseases. The patients, employees at the institution and student nurses need to work, learn and stay in a clean and conducive environment to enhance learning.

According to Deeprise (1994), effective reward system enhances employee motivation and increases employee productivity all of which contribute to improved organizational performance.

The general workers at Roan General Hospital and Roan School of Nursing receive their pay rise once in a year and where there is a wage freeze in a particular year then the pay rise won't be there.

Work overload exhaust employees' mental and physical resources and may therefore lead to the depletion of energy, health problems and lowered job satisfaction (Bakker and Demerouti, 2006).

General workers at Roan General Hospital and the school of Nursing experience these manifestations of mental, physical and depletion of energy due to work overload and yet seem to still sojourn on with work. Therefore, this study tries to examine the intrinsic and extrinsic motivators for work and work performance among understaffed general workers at Roan General Hospital and Roan School of Nursing.

1.3 PURPOSE OF THE STUDY

The purpose of this study was to identify and describe factors that drive understaffed and work overloaded workers to continue performing their duties 'normally'. Therefore, it would contribute to the few studies on motivators of work performance among general workers. Thus, the superiors

at the two institutions would be equipped with knowledgeable for the improvement of employee's job satisfaction for the objectives of the institution to be enhanced.

1.4 JUSTIFICATION OF THE STUDY

Motivation of workers is vital in all organizations for the goals of the organization to be achieved. The goals of the organization can only be achieved when the workers are satisfied with their jobs and are not stressed. The stressed workers tend not to accomplish their tasks and work performance is reduced. Both stress and work overload can lead to decreased employee engagement, resulting in reduced productivity in the organization. Roan general hospital and the school of nursing are required to be productive and meet the requirements for their job demands.. The research study will help to inform superiors at Roan General Hospital and Roan School of Nursing, General nursing council and Ministry of Health about the intrinsic and extrinsic motivators of under staffed general workers so that positions are created to avoid these workers to be over worked as health problems can arise as a result of being over worked. The findings of this study would lead to a better understanding of internal and external motivational factors for the general workers at the institution. Ultimately, the end result should be an improved awareness by people in management in order to source for required number of human resource to avoid work overload and stress on the existing general workers. When general workers are well staffed, the tasks would be performed as required and the organizational goals would be achieved this would contribute to the national development.

1.5 OBJECTIVES

1.5.1 General Objective

To examine factors that motivates work performance among under staffed general workers at Roan General Hospital and Roan School of Nursing.

1.5.2 Specific Objectives

- 1) To identify the intrinsic and extrinsic factors that motivate under-staffed and work overloaded general workers.
- 2) To describe the experiences and coping strategies of general workers in their work
- 3) To establish the relationship between work and performance among general workers at Roan general Hospital.

1.6 Main Research Questions

- 1) What are the intrinsic and extrinsic factors that motivate under staffed and work overloaded general workers?
- 2) What are the experiences and coping strategies of general workers at Roan general Hospital?
- 3) How is work related to performance among general workers at Roan General Hospital?

1.7. SIGNIFICANCE OF THE STUDY

The feedback would tell the effects of work over-load on employee's performance and awareness would be created to identify areas of weaknesses and strengths. The output of the study was also be used as a benchmark for the head of Roan General Hospital and Roan School of Nursing to gain knowledge on the effect work over-load has on general workers in their

Institution. The research would help as a stepping point for other researchers who want to conduct a comprehensive study relate to this topic. Finally the researcher would also gain experience in the area of study.

1.8. Operational Definitions

- Work overload:** is defined as having too many demands and too little time to fulfill them.
- Income:** money received especially on a regular basis for work or through investment.
- Reward:** something given in recognition of service, effort, or achievement.
- Motivation:** All those factors that cause channel and sustain people's behavior
- Intrinsic motivation:** reflects the desire to do something because it is enjoyable.
- Extrinsic motivation:** reflects the desire to do something because of external rewards such as awards, money, and praise.
- General Worker:** an unskilled worker that is tasked with variety of jobs.
- Performance:** refers to a summary of measures of the quantity of contributions made by general workers for production of work unit in an organization.

1.9 Scope of the study

The study would be conducted at Roan General Hospital and Roan School of Nursing in Luanshya district on the Copperbelt Province of Zambia. The study would explore the motivators of work performance among under staffed general worker. It is not possible for the researcher to use many Hospitals and Schools of nursing due to limited time and financial constraints, hence the researcher would only carry out the research at Roan General Hospital and Roan School of Nursing.

1.10 Study limitations

Descriptive research design was used in this study and this brought some limitations that could influence the data which were collected and the conclusion to be made. These included following interview data which was based on what the people say and was subject to individual capacity to recall experience.

1.11 Summary of the chapter and overview of the study.

The chapter explains the introduction, background information of the study, statement of the problem, justification of the study, research objective, research question, conceptual framework, and theoretical frame work, definition of terms, significance of the study and scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter explores the review of literature that is reviewed to identify gaps and contextualize the study. According to Burns and Grove, (2009) the purpose of literature review is to convey to the reader what is currently known regarding the topic of interest. The studies are done focusing on different employees in different fields of work locally, globally and regionally. Relevant literature on effect of work over-load on employees was reviewed so that the problem can be conceptualized. The information reviewed the source of data or literature which includes journals, books, theories of motivation and published and unpublished dissertations. This section brought to light what can be done in order to motivate workers who are understaffed and are over-loaded with work.

2.2 The Relationship between Rewarding and Performance

In this competitive world, it is very important to reward high performance because this motivates and controls the performance of workers. Reward strategies confirm the level and the merge of non-financial and financial rewards required to attract, maintain and inspire skillful competent, and capable employees to make the organization prosperous. Although some of these benefits are financial forms, such as options for salary sacrificing and competitive pay, there are a lot of non-financial benefits which organizations can provide its employees. They are, in fact, some factors that may motivate the staff. Therefore, for a manager, it is necessary to know what really inspires employees and perhaps they are not the same thing that stimulates other employees. The obvious reward practice should be carried out by the simplification of the connection between the given reward and the additional effort (Porter et al., 1975). There also have been cautions about the

rewards ways managed within the reward system. In this regard, Porter et al. (1975) suggested that to achieve positive motivational properties, the organizations. Distributed incentive rewards have to be performance-dependent. Indeed, managers who attempt to run a fair rewarding system seem to be more prosperous in performance rather than those who reward in an unfair manner (Jnsen, 2001). In this case, although the necessity of being fair in rewarding others seems to be understood clearly from a theoretical view, bias in the performance evaluations has often been reported in different economic studies (Prendergast, 1999). Thus, clear fairness is needed to manage an optimistic association with the reward victory in an organization

One of the main issues in this regard is the degree of performance difference based on either intrinsic or extrinsic rewards which persuade the researchers to take into consideration the discussion on the antecedents of associating rewards to performance. Employee's motivation at work is the centre point of the organizational behavior. Motivation in the workplace and other relevant contexts is typically defined as being extrinsic or intrinsic, basically (Sansone and Harackiewicz, 2000). Extrinsic behavioral contingencies are significant elements to motivate behavior. Additionally, each motivation type (extrinsic and intrinsic) has its exclusive system; and when both meet, there is conflict. This conflict is based on Deci et al. (1999) statement that extrinsic (tangible) rewards have a negative influence on intrinsic rewarding criteria. However, Eisenberger et al. (1999) strongly disagreed with the conclusions and recommendations by Deci et al. as they thought them to be problematic and more practical research was needed in their minds. Some psychologists introduced the intrinsic needs first, and then other management articles developed the important differences between intrinsic motivations as a theoretical combination to inhabit within people and motivating tasks. For example, Herzberg (1966) believed that tasks are intrinsically inspiring as they are identified by key motivators like accountability, achievement,

challenge, advancement opportunity, and diversity. Along with Herzberg as a pioneer, others identified task variety, task significance, task identity, task autonomy and feedback as key tasks typical of generating internal stimulation (Hackman and Oldham, 1976). Additionally, recently in the psychology articles, intrinsically motivated behavior is assumed to be obtained from and to satisfy innate mental needs like needs for independence and capability (Deci et al., 1996). In this regard and according to Deci (1980), people's perceptions (opposed to external) are controlled to satisfy these needs and includes the basic specifications of differentiated extrinsically motivated behavior from intrinsically motivated behavior.

On the other hand, the intrinsic motivation was developed singly and was researched after the behaviorist's belief of extrinsic probabilities; but when these two meet, they conflict with each other. Deci (1971) argued, based on his research results, that not only the strengthened extrinsic is not required for inspiring, but also those tangible rewards actually challenge the intrinsic motivation of the behavior.

In order to maximize the performance of workers, the employers/managers must develop some policies and techniques, and provide a system for these processes and select the rewards which stimulate the employees to satisfy them. The pay is a reward which has been shown to have a direct association with reward strategies and efficiency, depending on the organization's size. Indeed, in the current competitive market environment, it is required to determine a logical balance between the employee commitment and organizational performance (Bishop, 1987).

Extrinsic rewards often viewed as monetary reward, direct payment, cash payment and/or extrinsic reward (Bergmann and Scarpello, 2002; Chiu, Luk and Tang, 2001; Milkovich and Newman, 2008). Specifically, it consists of three major features: salary, bonus and allowance (Lowery et al., 2002; Tang, 2007; Young, 1999). Salary is often viewed as a base pay that is given to employees

on a weekly, monthly or yearly basis based on job structure (e.g., basic salary, but not including incentives) (Henderson, 2006; Young, 1999). Bonus is usually seen as cash payment provided to employees based on their performance (e.g., monetary incentives for achieving job targets) (Bloom and Milkovich, 1998; Gupta and Shaw, 1998; Lowery et al., 2002). These income packages are designed to reward employees who perform a specific job or service (Anthony, Perrewe and Kacmar, 2002; Dessler, 2006; Ismail, 2007). Income as one of extrinsic reward is a crucial element of compensation management system (Drucker and White, 2000; Henderson, 2006; Mitchell and Mickel, 1999). Individuals engage in work related to attain some variety and magnitude of extrinsic rewards. Certain rewards, including pay, promotions, and company status are extrinsic since they are provided by the organization. According to Hafiza et al. (2011) there was a positive relationship between extrinsic rewards and employee motivation. In contrast, there was insignificant relationship between extrinsic rewards and employee motivation (Tippet and Klivers, 2009). This is also supported by Deci, Koestner and Ryan (1999) the extrinsic rewards had a significant negative effect on intrinsic motivation. A survey also shows that the employees were satisfied with extrinsic factors, such as working environment, their co-workers and the professional work climate, benefits, job securities and flexible or normal work hours (Pawlowski, Suzanne, Datta, Pratim and Houston 2005).

Another study performed by Baer, Oldham and Cummings (2003), showed that extrinsic rewards were positive for employees occupying simple jobs and negative for employees having jobs that were difficult and challenging. Intrinsic rewards refer to the intangible benefits that arise from the content of the job itself and have consequences for the psychological development of the employee (Williamson, Burnett and Bartol, 2009). It includes motivational characteristics of the job such as autonomy, feedback and participation in decision-making (Hackman and Oldham, 1976). Intrinsic

rewards stem from Maslow's higher level needs (Roberts, 2005). It proposes that people can give themselves rewards in the form of self-esteem as well as in feelings of achievement and growth. Individuals can literally reward themselves for certain kinds of behavior because they feel they have accomplished something of worth, achieved a personal goal, learnt a new skill, or experienced excitement or intellectual stimulation. It would appear that the greatest amount of motivation is present when people perform tasks that are both intrinsically and extrinsically rewarding (Lawler, 2003). Concerning the intrinsic rewards of motivation, Rainey and Steinbauer (1999) suggested that the effectiveness and performance of public agencies may be enhanced by three interrelated levels of rewards, namely task, mission and public service. Wright (2007) emphasized on public ethos, while Frank and Lewis (2004) have stressed the importance of public employees in such work characteristics as meaningful service and job security. As stated by Tippet and Kluvers (2009), there is a significant and positive relationship between intrinsic rewards and employee motivation. A survey of IT

professionals working in state agencies and universities of Louisiana, USA, conducted in 2002, showed that employees were mostly satisfied with intrinsic factors, such as: the technical aspects of the work and working with new technologies, the intellectual challenge and creativity require to solve complex technical problems, the constant learning and master skills related to new technologies, and a sense of contribution and pride in their accomplishment (Pawlowski, 2005).

Human beings are motivated by requirements that fulfill their needs. These depend on many factors and vary by the individual requirements and necessary situation. Besides basic needs that range from food, clothing, medicine and shelters, there is workplace that needs to be extended for acceptance and self-esteem (Khan et al. 2010). As suggested by Carraher, Gibson and Buckley

(2006), there should be an effective reward system to retain the high performers in the organization and reward should be related to their productivity.

2.3 The relationship between work over-load and job satisfaction

Work overload affect the employees' performance and the associates of the work overload also influence the outcomes of the employees. Work overload is created by the work role. Organizational commitment is effected by the work- overload. The managers who reduce the role stress not only increase the employee performance but they also increase the organizations outcome. Kahn and Byosiere, (1992) pointed out that work overload is related to the feelings of anxiety, frustration, number of sick days, disturbance, depression, attention to job burnout, loosing self-confidence, concentration problems and work accident. Work overload can creates a threat to the employee in performing his or her work effectively and also increases withdrawal behavior patterns from the employing organization-early retirement, striking, leaving, absenteeism, and more (Pelletier, etal.1992).

Individuals who perceive their workload to be more than they can handle are likely to experience exhaustion and fatigue, which may negatively influence one's motivation to respond to the demands of the other domains (Aryeet al, 2005).Work overload has been reported to be positively related to work interference with family and family interference with work. Since medical work entails heavy workload in the form of working long hours, constantly working under time pressures, having to handle increased demands from patients, and having to work unsociable hours, it is expected that work-overload would be positively and strongly related to work-family conflict particularly the work interference with family component and this follows work dissatisfaction.

Work-overload is related to psychological outcomes in employees (Shirom, 1997). Work overload also has been shown to affect employees' physical health Predicts/expects work overloads the

number of employees experiencing and reporting work overload is increasing. Work overload is related to psychological outcomes in employees. Work overload also has been shown to affect employees' physical health. Specific health outcomes associated with employee work overload include increased cholesterol and triglycerides levels particularly in certain job sectors i.e. Upper management (Shirom et al. 1997).

According to Gryna (2004) and Galinsky et al (2001) long work days, often with the eyes at half-mast, unwanted overtime, paid or unpaid are the common warning signs/symptoms of work overload. State and federal lawsuits accusing companies of avoiding overtime pay by requiring hourly employees to work "off the clock" or reclassifying hourly employees as managerial. Also, suits by managerial and professional employees claim that they must work excessive hours without overtime pay. Overtime can be abusive and lead to inability to meet goals with available time and resources. Gryna (2004) also observed that difficulty in taking vacation time, responding to work problems during non-work time, including taking work home and add on" tasks make it difficult to focus on the core job. Lost work days due to illness leads to borrowing employees from other activities to fill in for absent employees. These symptoms increase when managerial style involves criticism without help, threats, intimidation (both direct and subtle), and bullying. Work overload leads to "stress" the harmful emotional and physical responses when the requirements of a job do not match the capabilities, resources, or needs of the worker. "Burnout" is the state of physical or emotional exhaustion that results from long-term stress or frustration. Work overload is only one of many organizational factors that lead to stress. Other factors include role uncertainty and role conflict, responsibility for other people, job dissatisfaction, and job insecurity.

2.4 Herzberg Theory

Herzberg added some important factors to the models provided by Maslow and Porter. In other words, he altered these theories, and then criticized it; and it has been one of the most important and best motivational theories till now. Therefore, in this study, the Herzberg's theory is used because it is broadly known as one of the major theories on motivation factors, which has both practical and theoretical consequences. In his theory, Fredrick Hertzberg mentioned that employees would not be satisfied just by meeting their lower-level needs. Indeed, gaining basic benefits and salaries, and having an appropriate working environment would not essentially make the staffs delighted and happy with their jobs. Therefore, focusing on his theory, employees attempt to find higher needs level fulfillment referring to their psychological minds like appreciation, improvement, and higher accountability. This theory also implies to job improvement and makes an attempt to plan the tasks to develop opportunities for personal success, individual growth and recognition, and challenge (Herzberg, 1966).

Herzberg's two-factor theory includes hygiene and motivation factors which have been shown to be effective on the improvement of employee's performance. According to the theorist, motivation factors are required to motivate the workers to do their jobs as well as possible, with their highest ability levels. On the other side, hygiene factors are necessary to ensure that the staff is not unhappy and dissatisfied. He named the satisfier factors as motivators, and called the dissatisfier as the hygiene ones. The reason of applying the "hygiene" name is that these factors are maintenance ones which are necessary to set apart from dissatisfaction; and they do not give satisfaction themselves. Herzberg theorized that different people have different views to tasks. For instance, when someone does his/her job on necessity, that type of action can head to movement. On the other hand, if a person decides on working since he/she wants it, instead of a need, one can be

confirmed to be motivated. Additionally, when a staff wants to do a task, a high probability exists that the performance could be accomplished in the best way and it would not be well-done by the one who performs and acts because of the need (Herzberg, 1968). The theory emphasizes on satisfiers and dissatisfies which employees are exposed to when they are working in an organization. The variables relating them to the model can be described as satisfiers (rewards) and dissatisfies (work overload). All these can have an impact on the performance of workers and their job satisfaction.

A study conducted by Boswell, (1992) on the relationship between job stress and performance for the community health nurses in Iran suggested that; Motivation and recognition strategy Motivation on the worker in the rural communities and as well as in the urban communities, Performance appraisal with merit rating is also perceived to be a motivation and recognition strategy. The Hertzberg motivation theory claims that money alone does not motivate but it can keep employees “morale and productivity” at acceptable levels other motivators should be used to supplement it Acknowledgement and a system of non-financial rewards could serve as motivators and be used to improve the quality of the lives and work of staff especially nurses in the government hospital Nurses felt they needed professional recognition in their working places by being promoted as well as by increasing the salaries and incentives and as well they should be recognized in the wider society. It is therefore important that workers are motivated to enhance performance.

The National Institute for Occupational Safety and Health in Tanzania, (1999) suggested that communication among workers play a vital role to keep them perform as expected. Supervisors needed to learn to accept ideas from subordinates and involve them in decision-making. This could build trust, confidence and government hospital as well as avoiding

interpersonal conflict among them so as to work as the team. It can be concluded that work performance can be enhanced where workers relate well with their supervisors.

A survey conducted by Nurses and Midwifery Council in Tanzania, (2007), Improving Nurse's working conditions. The government through ministry of health and social welfare especially in Tanzania in government hospital both in the urban and rural areas should improve working environment among nurses by provide physical, medical facilities, Equipment and suppliers facilities and there should be satisfactory working conditions such as the good ventilation, lighting for the good provision of medical services to the patients, also provision of good social services, especially in the most rural areas in Tanzania like housing, water supply, electricity and there should be enough staff so as to avoiding work overload. Also there should be limitation of working hours like nine hours and incase if the nurses working on overtime an allowances for the overtime should be provided to them this will help and encourage them to work with the commitment and to provide better medical services.

A study conducted by Health and safety Executive (1993) in United Kingdom (U.K) suggested that the following are the individual strategies and action for reducing the stress among work overloaded workers in the working places.

Behavioral changes:

- Develop a healthy diet, avoid junk food and take regular meals to obtain optimum weight.
- Stop smoking
- Reduce and better control alcohol intake
- Regular, exercise preferably rhythmic aerobic exercise in company which is fun
- Ensure adequate rest (during the day) and sleep for eight hours.

Psychological changes

- Be more assertive, learning to say "no" firmly and pleasantly.

- Plan and better manage your time and priorities and develop a long-term plan.
- Develop better self-control and a sense of control over events which affect you.
- Learn to express and work through your emotions, in particular anger.
- Be flexible in the way you approach problems and willing to consider new ideas.
- Look for ways in which you can develop your knowledge and skills.
- Reward yourself for doing things right.

Social changes

- Develop your social contacts both at home and at work.
- Be supportive of other.

The psychological, social and behavioural aspects of workers can motivate workers to perform.

2.5 THEORETICAL FRAMEWORK

Frederick Herzberg developed the two-factor theory of motivation based on satisfiers and dissatisfiers. Satisfiers are motivators associated with job satisfaction while dissatisfies are motivators associated with hygiene or maintenance. Satisfiers include achievement, responsibility, advancement, and recognition. Satisfiers are all intrinsic motivators that are directly related to rewards attainable from work performance and even the nature of the work itself. Dissatisfies are extrinsic motivators based on the work environment, and include a company's policies and administration such as supervision, peers, working conditions, and salary. Herzberg believed providing for hygiene and maintenance needs could prevent dissatisfaction but not contribute to satisfaction. Herzberg also believed that satisfiers hold the greatest potential for increased work performance. Rewards given to workers therefore are the satisfiers while stress, work over-load are the dissatisfiers in a work place. Improving a job to make it more interesting can improve the overall satisfaction an employee is experiences on the job.

According to the topic under study the variables identified are improved employee's performance, work overload and rewards. The variables relating them to the model can be described as satisfiers

(rewards) and dissatisfies (work overload). All these can have an impact on the performance of workers and their job satisfaction. Hence, this research proved whether understaffing and work overload are dissatisfiers that demotivate general workers from putting the level best at work

2.6. CONCEPTUAL FRAME WORK

The Figure below shows how work performance can be influenced by satisfiers and dissatisfies a worker experiences while working in an organization. The worker’s work performance can be influenced by organizational policies, rewards given to workers, promotions, disputes and work overload. The performance can be positive or negative depending on the motivation which a worker is subjected to the motivators can be intrinsic or extrinsic. The worker’s attitude towards work can also affect work performance. Therefore, workers play a vital role in the achievement of organizational goals.

Independent Variables

Dependent Variable

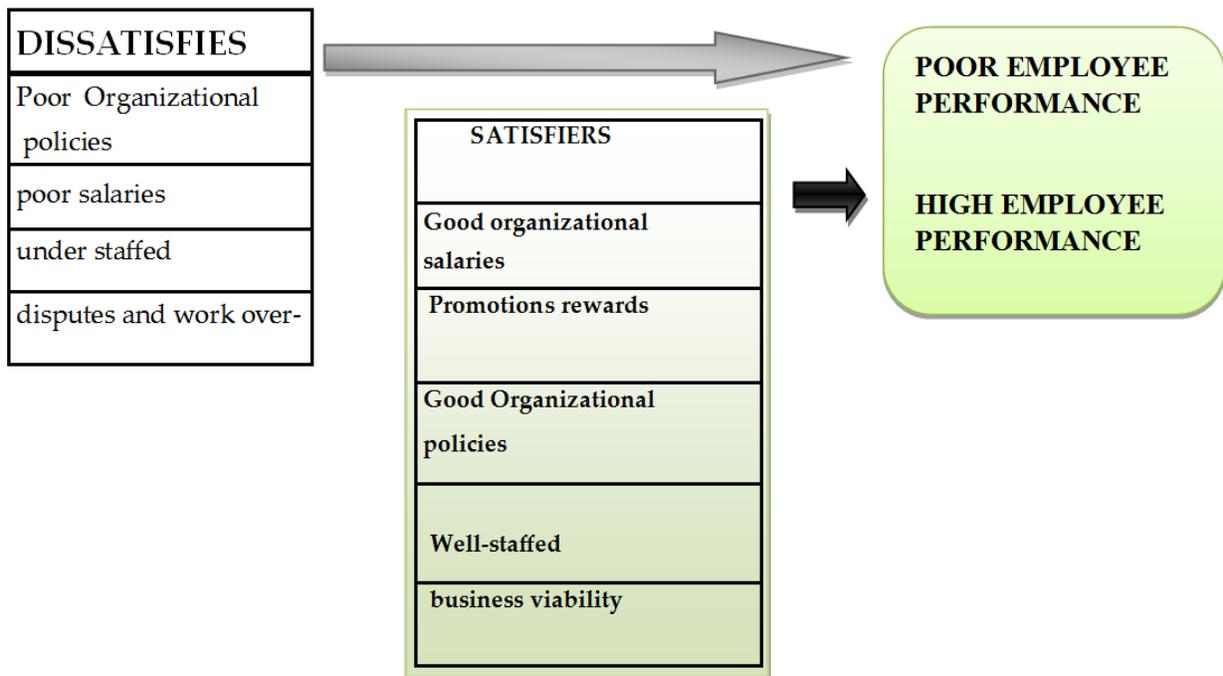


FIG 1: Employee Performance Model.

Dependent variables are responses, behaviour or outcome that is predicted and measured in a research. Changes in the dependent variable are presumed to be caused by independent variables (Burns and Grove, 2004). In this study the dependent variables is work performance. Independent variables are interventions, treatment or experimental activities that is manipulated or varied by the researcher to create an effect on the dependent variable (Burns and Grove, 2004). In this study the independent variables are disatisfiers like work overload and satisfiers like rewards given to employees.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

A research design is a programme to guide a research for collecting, analyzing and interpreting observed objectives. It is a specific of the most adequate operation to be performed in order to test a specific hypothesis or to answer a specific question under given conditions. According to Sidhu (2006) a survey is a process of collecting data by interviewing a sample of people selected to accurately represent the population under study. The researcher opted for this method because it allowed analyzing both quantitative and qualitative data. This study used both quantitative and qualitative methods of data collection and analysis. Green (1989) indicated that, the use of both quantitative and qualitative approach of data analysis increases the quality of the final results and provides a more comprehensive understanding of the phenomenon under study. The qualitative method enabled the researcher to edit the interview copies for accuracy, completeness, uniformity and consistence. The responses were entered in the data master sheet for easy manual analysis data. Quantitative data was analyzed using Statistical Package for Social Science (SPSS) version 16. Descriptive statistics was generated and presented in form of tables and frequencies. Single variables like age, sex and marital status were also analyzed using SPSS.

3.2 Study setting

A research setting is a physical environment and conditions in which data collection takes place (Polit and Hungler, 2001). The study was conducted at Roan General Hospital and nursing school were the whole fifty-one general workers were involved in the study.

3.3 Target Population

According to Ngechu (2004), a population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The target population of this study was 51 employees based at the institution.

3.4 Sampling techniques

The researcher used purposive sampling method. Roan General Hospital was purposively sampled as target population and a total of 51 respondents were selected as a sample at Roan General Hospital. This sampling size were chosen because it is cost effective, it is manageable, it is convenient for the short period of time given for the research, the funds were also to be enough for the number of respondents that would validate the generalization that was drawn from this sampling (Straus et. al, 2005).

3.5 Data collection Techniques/ tools

A structured questionnaire was used to collect information from study participants. The information collected included socio-demographics (motivation systems, nature of work performance, effect of reward systems on job satisfaction, coping strategies of general workers). The questionnaire was prepared in English and in-depth interviews and group discussions were done since the study was mixed in nature. The questionnaire was pre-tested and checked for clarity and consistency before full implementation through a pilot study at the same institution. The researcher distributed questionnaires to all the 51 general workers at Roan General Hospital in order to get data. According to Cooper and Schindler, 2003 a sample of at least 30 elements (respondents) must exist in data collection.

3.6 Data management

A semi structured interview schedule was used by the researcher to collect data. The tool was chosen because it was user friendly and was applicable to both illiterate and literate general workers at the organization. The advantage of this tool is that it enabled respondents to ask questions and clarifications where necessary. The sections in the tool targeted information regarding rewards, work related and work performance. The questions were helpful in obtaining in-depth information about the study.

Patton (1990) asserts that in-depth interviews are a type of interview which researchers use to elicit information in order to achieve a holistic understanding of the interviewee's point of view or situation. The interview allows the researcher to collect detailed information from participants based on their experiences, views and feelings. In the current research, in-depth interviews were used to solicit in-depth information on what motivates them to perform their overloaded tasks despite them being under staffed and their coping strategies. This method allowed the researcher to ask open-ended questions, probe and ask questions in order to solicit for in-depth information from respondents. This method also allowed the research participants to freely express their views, feelings, opinions and share their experiences.

The interview schedule had the following advantages:

- Data for each interview was used during analysis of data
- Respondents remained unknown
- The researcher was able to gather data from all general workers

One focus group discussion guide was designed for the two focus group discussions. This was meant to guide the questions during the discussion (Morgan, 2007; Debus and Novelli, 1988).

Focus group discussion was chosen as data collection tool because it simultaneously solicits for opinions and experiences of respondents. FGD also offers a certain quality of control, in that; participants provide checks on each other (member checking); excluding extreme or false views (Patton, 1990). Thus FGD was used to collect data and clarify issues emerging from structured questionnaires. This method also enabled the respondents to provide detailed information on domestic work and livelihood experiences from a gender perspective.

3.7 Data analysis

Data analysis is the systematic organization, synthesis of research data and the testing of research hypothesis using those data (Polit and Hungler, 2001). The researcher edited the interview copies for accuracy, completeness, uniformity and consistence. The responses from closed ended questions were entered on the data master sheet for easy manual analysis of the responses. The responses from open ended questions were categorized according to similarities and then coded. Quantitative data was analyzed using the Statistical Package for Social Sciences (SPSS) Version 16 to generate descriptive statistics and was presented in form of tables and frequencies. Single variables such as age, sex, marital status of general workers were analyzed using SPSS.

3.8 Ethical issues

Study participants were informed on the purpose of the study that their participation was voluntary and that refusing to take part in the study would not affect their jobs at the institution. The participants were asked whether they were willing to participate or not. They were assured of confidentiality, anonymity and privacy. Written voluntary consent was got from those who accept to take part in the study.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 INTRODUCTION

This chapter presents the findings of the study. The purpose of the study was to examine factors that motivate work performance among under staffed general workers at Roan General Hospital and Roan School of Nursing. The findings of the study were presented according to findings of the research.

4.2 Background Information

The following sub-section presents information on the respondents' gender, level of education, age, and working experience.

4.2.1 Distribution of the Respondents by Gender

The respondents were first asked to indicate their gender. It turned out that 27 (52.9%) of the respondents were male while 24(47.1%) were female. Research by Davidson et al. (2005) showed that female-male composition of staff is not new: the majority of workers in England are women yet relatively there are a greater proportion of male general workers. From the findings of the study, it can be said that there are many male general workers in at Roan General Hospital.

These are as presented in Table 4.2.1

Table 4.2.1 Distribution of the Respondents by Gender

Gender	Frequency	Percentage
Male	27	52.9
Female	24	47.1
Total	51	100

Source; field data

4.2.2 Distribution of respondents by Age

The respondents were asked to indicate their age in brackets. These are as presented in Table

Table 4.2.2 Distribution of Respondents by Age Bracket

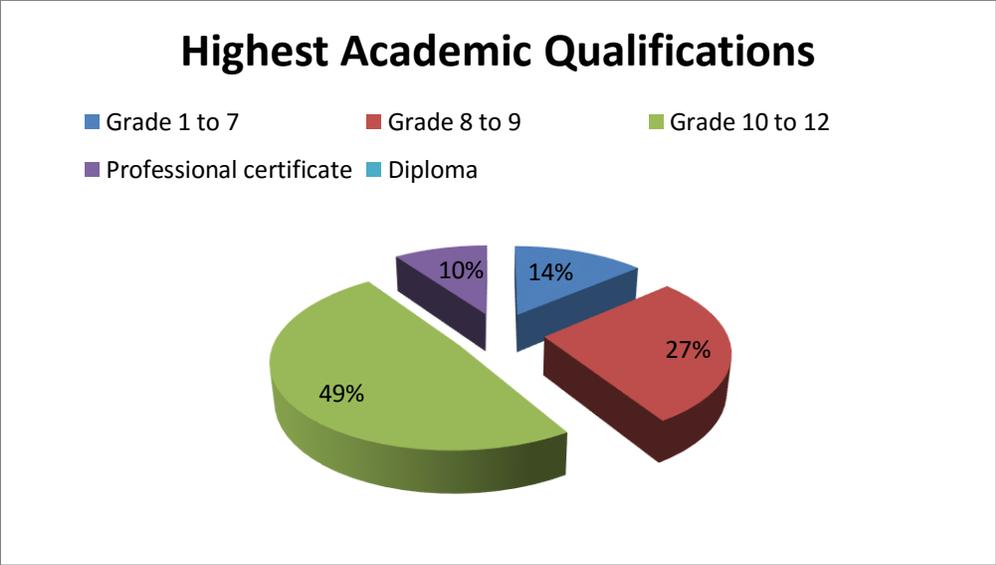
Age Bracket	Frequency	Percentage
20-24 Years	8	15.7
25-29 Years	12	23.5
30-34 Years	8	15.7
35-39 Years	14	27.5
40-44 Years	5	9.8
45-49 Years	2	3.9
50 and above Years	2	3.9
Total	51	100

Source; field data

Table 4.2.2 shows that 8 (15.7%) of the General workers interviewed were between 20-24 Years, 12 (23.5%) of the General workers interviewed were between 25-29 Years, 8 (15.7%) of the General workers interviewed were between 30-34 Years, 14 (27.5%) of the General workers interviewed were between 35-39 Years, 5 (9.8%) of the General workers interviewed were between 40-44 Years, 2 (3.9%) of the General workers interviewed were between 45-49 Years and lastly, 2 (3.9%) of the General workers interviewed were 50 and above Years.

4.2.3 Distribution of Respondents by Highest Academic Qualifications

The respondents were asked to indicate their highest academic qualifications. The study found that 7 (14%) had Grade 1 to 7 academic qualifications, 14 (27%) had Grade 8 to 9 academic qualifications, 25 (49%) had Grade 10 to 12 academic qualifications and lastly, 5(10%) had professional certificates as academic qualifications. These are as presented in Figure 4.2.3 below:

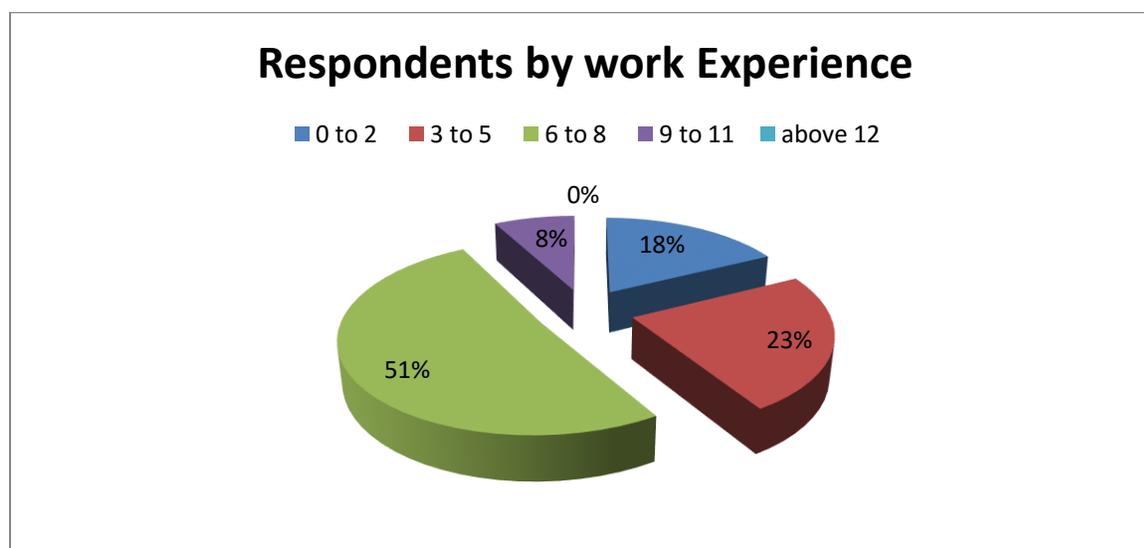


Source; field data

4.2.4 Distribution of Respondents by work Experience

The General workers were asked to indicate the period for which they had worked at the institution. It turned out that 9 (8%) of the respondents indicated that they had worked for a period between 0 to 2 years, 12 (18%) of the respondents indicated that they had worked for a period between 3 to 5 years, 12 (18%) of the respondents indicated that they had worked for a period between 3 to 5 years, 26 (51%) of the respondents indicated that they had worked for a period between 6 to 8 years and lastly, 4 (23%) of the respondents indicated that they had worked for a period between 9 to 11 years. These are as presented in Figure 4.2.4.

Figure 4.2.4 Distributions of Respondents by work Experience



Source; field data

4.3 INTRINSIC AND EXTRINSIC MOTIVATORS INFLUENCING WORK PERFORMANCE

The following sub-section presents information on the respondents' responses as to the intrinsic and extrinsic factors that motivate under-staffed and work overloaded general workers.

Table 4.3.1 Motivational factors to continue working in health sector

Motivational Factors	Frequency	Percentage
Job Security	20	39.2
Good salary	0	0
No job alternative	31	60.8
Good working conditions	0	0
Other reasons	0	0
Total	51	100

Table 4.3.2 Factors that motivated General Workers most at work

Factors	F	P%
Developing a	8	15.7
Achieving my	12	23.5
Sharing	8	15.7
Appreciation	14	27.5
Understanding	5	9.8
Working	2	3.9
When faced	2	3.9
Total	51	100

Table 4.3.3 Satisfaction with the current pay for a general worker

Response	Frequency	Percentage
Yes	0	0
No	51	100
Total	51	100

Source: field data

The results in table 4.3.3 showed that 51 (100%) of the general workers were not satisfied with their current pay.

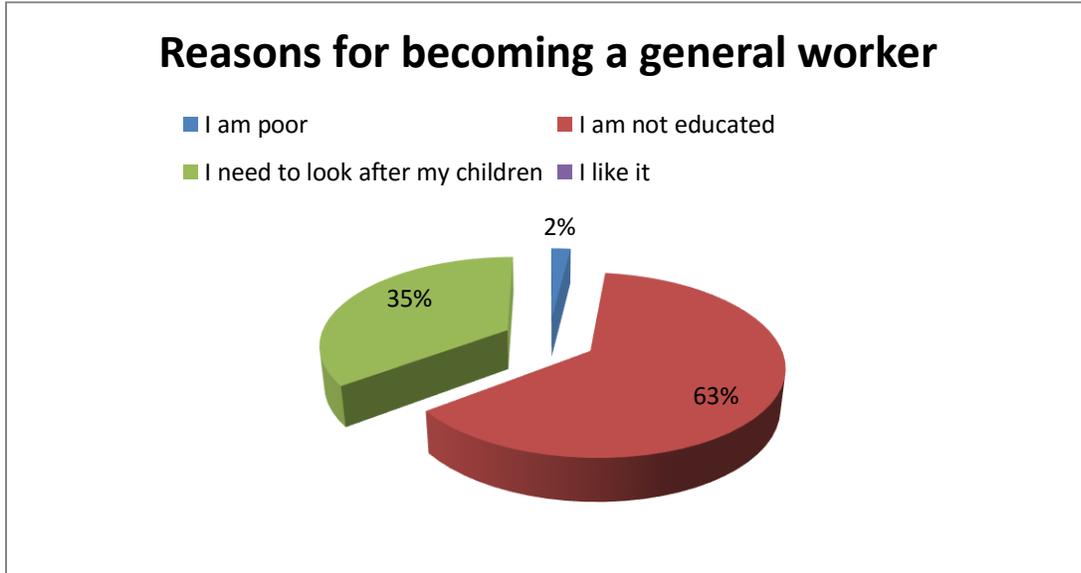
Table 4.3.4 Effect of Reward System on Respondents Motivation

Statement	Strongly Agree		Agree		Neither Agree nor		Disagree		Strongly Disagree		Total (%)	
	f	%	f	%	f	%	f	%	f	%	f	%
	The pay given to general workers is worth the services they render	0	0	0	0	1	2	25	49	25	49	51
Hardworking general worker are encouraged by giving them	0	0	0	0	0	0	20	39	31	61	51	100
general workers output outweigh the pay they receive in terms of salary	40	78	11	22	0	0	0	0	0	0	51	100
general workers who get low pay with regard to their inputs normally get de-motivated affecting their	50	98	1	2	0	0	0	0	0	0	51	100

The findings on Table 4.3.4 shows that 25 (49%) of the respondents strongly disagreed with the statement that the pay given to general workers is worth the services they render. The study also found that 31 (61%) of the respondents strongly disagreed that hardworking general workers are encouraged by giving them allowances. It was further found that 50(98%) of the respondents strongly agreed with the statement that general workers who get low pay with regard to their inputs normally get de-motivated affecting their performance. The extrinsic factors are rewards that require the achievement of goals and in this study the extrinsic factors are pay and allowances. The intrinsic factors are internal form of motivation where one strives towards a goal for personal satisfaction or accomplishment. The intrinsic factors in this study were hardworking.

4.4 THE EXPERIENCES AND COPING STRATEGIES OF GENERAL WORKERS IN THEIR WORK

Figure 4.4.1 Reasons for becoming a general worker



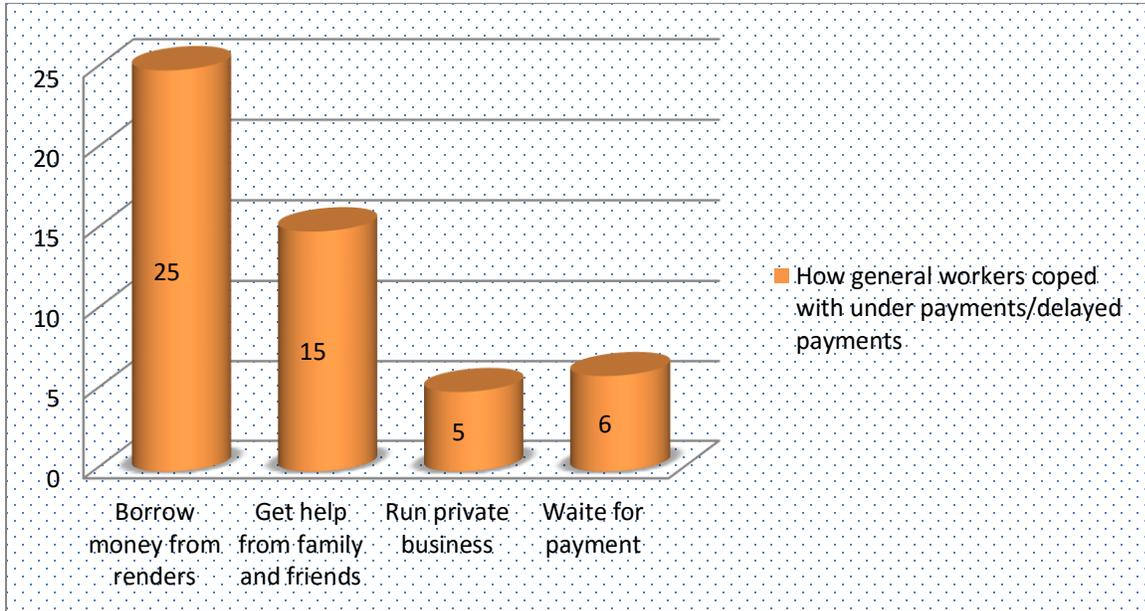
When the general workers were asked to indicate reasons for becoming a general worker, 1(2%) of the general workers said it is because they were poor, 32 (63%) of the general workers said it is because they were not educated and 18 (35%) of the general workers said it is because they were needed to look after my children.

Table 4.4.2 How general workers received their wages

Response	Frequency	Percentage
Salary delays	15	29
Salary deductions due to	14	28
Salary deductions when you report to work late	22	43
Total	51	100

When the general workers were asked to indicate how general workers received their wages, 15 (29%) of the general workers said that they received their salaries late, 14 (28%) of the general workers said that there were salary deductions due to breakages of cutlery and lastly, 22 (43%) of the general workers said that there were salary deductions when they report to work late.

Figure 4.4.3 How general workers coped with under payments/delayed payments



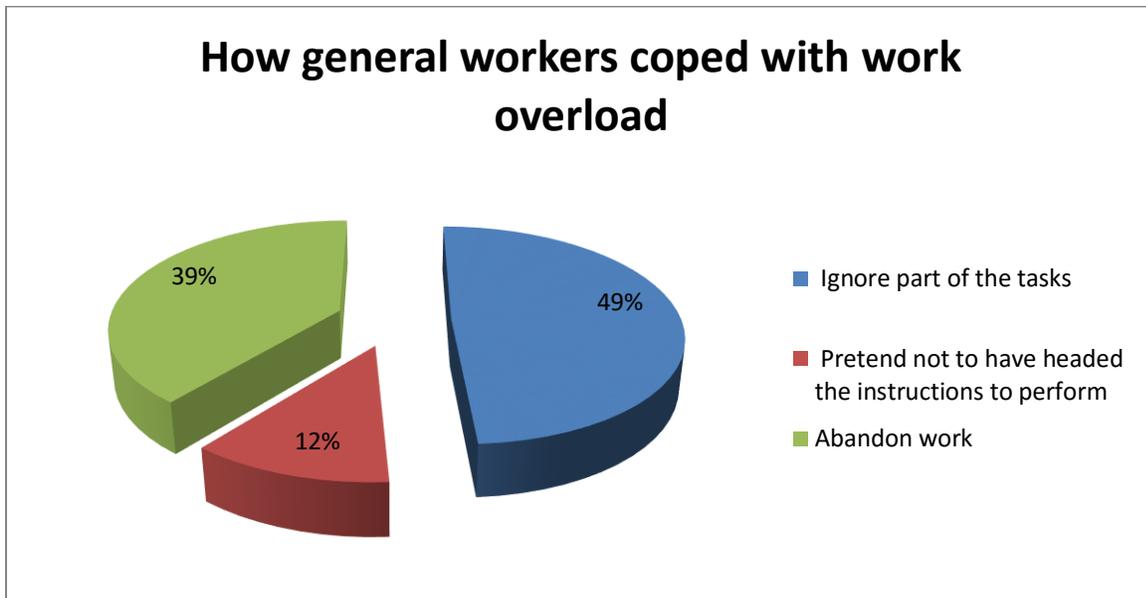
When the general workers were asked to indicate how they coped with under payments/delayed payments, 25(49%) of the general workers said that they borrowed money from renders, 15(29%) of the general workers said that they got help from family and friends, 5(12%) of the general workers said that they run private business and lastly, 6(10%) of the general workers said that they wait for payment.

Figure 4.4. Nature of workload that employers gave general workers

Response	Frequency	Percentage
Excessive tasks	51	100
Normal tasks	0	0
Total	51	100

When the general workers were asked to indicate the tasks that employers gave them, 51 (100%) of the general workers said that the nature of tasks given to them by their employers was in excess while 0 (0%) said the tasks were normal.

Figure 4.4.3 How general workers coped with work overload



When the general workers were asked to indicate how general workers coped with work overload, 25(49%) of the general workers said that they coped with work overload by ignoring part of the tasks, 6(39%) of the general workers said that they coped with work overload by pretending not to have heard the instructions to perform and lastly, 20 (12%) of the general workers said that they coped with work overload by abandoning work.

4.4 THE RELATIONSHIP BETWEEN WORK AND PERFORMANCE

Figure 4.4.1 Factors demoralizing general workers with regard their work performance

Response	Frequency	Percentage
Long working hours	20	39
Allocation of tasks	10	20
Lack of incentives	15	29
Inadequate resources to	6	12
Total	51	100

When the general workers were asked to indicate factors demoralizing general workers with regard their work performance, 20 (39%) of the general workers said that factors demoralizing them with regard their work performance was long working hours , 10 (20%) of the general workers said that factors demoralizing them with regard their work performance was allocation of tasks, 15 (29%) of the general workers said that factors demoralizing them with regard their work performance was lack of incentives and lastly, 6 (12%) of the general workers said that factors demoralizing them with regard their work performance was inadequate resources to use.

Figure 4.4.2 Job Satisfaction and Performance

Statement	Strongly Agree		Agree		Neutral		Disagree		Strongly Disagree		Total (%)	
	f	%	f	%	f	%	f	%	f	%	f	%
My job is interesting, hence I perform well	0	0	0	0	0	0	1	2	50	98	51	100
Policies for my job are good this motivates me to perform well	0	0	0	0	0	0	26	51	25	49	51	100
Supervision on the work assigned is good, this improves my performance	20	39	37	73	0	0	0	0	0	0	51	100
Rewards foster co-operation within the organization hence improve performance	21	41	30	59	0	0	0	0	0	0	51	100
There is freedom to use my own judgment	0	0	0	0	0	0	11	22	40	78	51	100
My complaints are taken care of by my superiors	0	0	0	0	0	0	50	98	1	2	51	100
I feel productive at work	0	0	0	0	1	2	25	49	25	49	52	100
I feel fatigued/ill	11	22	40	78	0	0	0	0	0	0	51	100
I am satisfied with my job	0	0	0	0	0	0	11	22	40	78	51	100

When the general workers were asked to indicate job satisfaction and performance at Roan General Hospital and Roan School of Nursing, 50 (98%) of the general workers strongly disagreed with the statement that their job was interesting, hence they performed well, 26 (51%) of the general workers disagreed to the statement that policies for their job were good this motivated them to perform well, 37 (73%) of the general workers strongly disagreed to the statement that supervision

on the work assigned was good, this improved their performance, 30 (59%) of the general workers strongly agreed to the statement that rewards fostered co-operation within the organization hence improved performance, 40 (78%) of the general workers strongly disagreed to the statement that there was freedom to use my own judgment, 50 (98%) of the general workers disagreed to the statement that complaints were taken care of by their superiors, 25 (49%) of the general workers strongly disagreed to the statement that they felt productive at work, 40 (78%) of the general workers strongly agreed to the statement that they felt fatigued/ill and 40 (78%) of the general workers strongly disagreed to the statement that they were satisfied with their job.

CHAPTER FIVE

5.0 DISCUSSION OF FINDINGS

5.1 INTRODUCTION

This Chapter discusses and analyses the findings of the study that considered factors that motivate work performance among under staffed general workers at Roan General Hospital and Roan School of Nursing. The findings of the study were discussed in line with the conceptual framework and literature. The following were the objectives of the study: to identify the intrinsic and extrinsic factors that motivate under-staffed and work overloaded general workers, to investigate the experiences and coping strategies of general workers in their work and to establish the relationship between work and performance among general workers. This Chapter has three major sections. These are introduction, discussion of the study findings and recommendations.

5.2 DISCUSSION OF THE STUDY FINDINGS

5.2.0 Introduction

This Chapter presents discussion of findings of the study; the investigation into factors that motivate work performance among under staffed general workers at Roan General Hospital and Roan School of Nursing. The study was designed to answer the following research questions:

- 1) Intrinsic and extrinsic factors that motivate under staffed and work over-loaded general workers?
- 2) Experiences and coping strategies of general workers at Roan general Hospital?
- 3) Relationship between work conditions and performance among general workers at Roan General Hospital?

The answers to the research questions are presented below: To the first major research outcome shows that, the intrinsic factors in this study are hardworking and the extrinsic factors were pay

and allowances. The findings to this concluded that general workers at Roan general Hospital and the school of nursing are not motivated. The study reviewed that 100% of general workers are not intrinsically and extrinsically motivated. The study further found that the inputs of employees in accomplishing their tasks did not tally with their pay. This means general worker's wages are low compared to the tasks they perform. It is therefore important that general workers are motivated for the goals of the institution to be met. Demotivated employees would make the institution deteriorate as many communicable diseases would manifest due to poor hygiene when general workers (cleaners) shun their tasks. According to Hellman (1997), increasing dissatisfaction in employees result in a higher chance of considering other employment opportunities. When workers leave, the institution would fail to meet its goals and it would cost the institution as the recruitment process is very expensive.

The study findings showed that general workers receive their salaries late and mainly borrow money or seek help from their relatives for them to survive. The study further reviewed that general workers found coping strategies such as running private businesses. The findings from the study show that general workers have found a strategy which keeps them cope with their work. It is therefore vital that employees find some strategies to cope up with when performing tasks. Coping strategies can be in a positive manner or negative and it can facilitate performance at work or not. The third research outcome is that general workers at Roan General Hospital were understaffed and that they were overloaded with work and this facilitated reduced performance towards their work. Some of the factors affecting work performance were long working hours, lack of incentives, inadequate resources to use. 98% of the general workers strongly disagreed to the statement that their job was interesting, hence they performed well. In this regard, it is vital that good policies should be formulated to enable employees improve their performance at work. Good performance

at a place of work calls for required numbers of employees to perform a given tasks. When the institution has acceptable numbers of workers on the establishment then tasks would be done as required and the organization would achieve their tasks. Carraher et al (2006) advocates that there should be an effective reward system to retain the high performers in the organization and reward should be related to their productivity. In order to maximize the performance of the employee's organization must make such policies and procedures and formulate such reward system under those policies and procedures which increase employee satisfaction and motivation. From the findings of the study, it can be said that the reward system affects general worker motivation. The better the rewards and recognition, the higher the levels of motivation and satisfaction, and possibly therefore, the greater the levels of performance and productivity in an organization. The study done by Mark, (2012) on stress and its effect on employee's productivity, the study concluded that stress had a negative effect on the organization's productivity. These findings are in line with the findings of this study in that general workers fail to accomplish their tasks due to work overload. Work overload has been found to have mixed effects on organizational commitment (Jones et al., 2007). The research done by Singh et al., (1994) involving customer service representatives notes a negative relationship between work overload and worker's commitment towards their job.

CHAPTER SIX

5.1 CONCLUSION AND RECOMENDATIONS

The aim of the study was to examine the motivators of work performance among under staffed general workers at Roan General Hospital and the School of Nursing. The outcome of the study reviewed that;

1. General workers are both work-over loaded and underpaid.
2. Low salaries are the major demotivators of low-education level worker. Most General workers have low education attainments or qualifications.
3. The study revealed that general workers usually borrowed money ran small-scale private business
4. The study also revealed that general workers coped with work overload by ignoring part of the tasks, pretending not to have heard the instructions to perform and lastly, by abandoning work.
5. The results showed that factors demoralizing general workers with regard to their work performance are long working hours, overload of tasks, lack of incentives and inadequate resources to use.

This serves to prove that performance of work is affected when workers are demotivated. Other literature reviewed concentrated on studying on motivators among professionals and not general workers.

5.2 Recommendations

Based on the findings of the study on examination of motivators of work performance among under staffed general workers at Roan General Hospital and Roan School of Nursing, the following recommendations were made:

Roan General Hospital Management

- Roan General Hospital and Roan School of Nursing should ensure that the work environment is conducive for workers to ensure their motivation and satisfaction with their jobs. This can be achieved by ensuring that there are adequate resources for the general workers are readily available. This should be done by 30th December, 2018.
- Provide adequate reward for different excellent performance which may or may not include monetary, time-off from work, conference or in-house training and this should be do by June, 2019.
- The study also recommended that general workers should be remunerated well to motivate them in their job. This can be achieved through formulation of good policies which would facilitate good performance for general workers. This should be done annually.
- General workers should be paid on time monthly to motivate them perform better. Workers work efficiently when motivated. The hospital authority should concern itself with improving general worker's conditions.

5.3 Areas for the further researchers

This study was investigated on motivators of work performance among understaffed general workers at Roan General Hospital and the School of Nursing. Considering this study findings and limitations, it would be necessary for future researchers to include a more wide national representative sample which would give much more confident findings. Moreover, as the research was done at one institution, future researchers might want to compare two institutions or more, thus it will produce better assumptions and predictions regarding the motivators of work performance among understaffed general workers.

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APPENDIX A: STRUCTURED QUESTIONNAIRE

UNIVERSITY OF ZAMBIA-ZIMBABWE OPEN UNIVERSITY

TOPIC: EXAMINING MOTIVATORS OF WORK PERFORMANCE AMONG UNDER STAFFED GENERAL WORKERS AT ROAN GENERAL HOSPITAL AND ROAN SCHOOL OF NURSING

Serial No:

Date of Interview.....

Place of interview.....

INSTRUMENTS TO INTERVIEWER

1. Greet the respondent and introduce your self
2. Explain the purpose of the interview
3. Write serial numbers on interview schedule and not names
4. Get consent from the respondents
5. Tick responses in the space provided () for the answers with alternatives
6. Write responses in the blank space provided for the questions that require explanations
7. Reassure the respondents of confidentiality about their responses
8. Thank the respondents at the end of each interview

6. What motivates you most at work?

- () Appreciation at work by superiors
- () Developing a good working relationship with colleagues
- () Achieving my targets at work
- () Sharing creativity with others
- () Working under pressure
- () Understanding policies and goals
- () When faced with different challenges at work
- () Others specify.....

7. The following are the perceived factors influencing job motivation among General workers. Please indicate the extent to which each of the factors has affected job motivation in among General workers?

- 1- Very large extent 2- Large extent 3- Moderate extent**
- 4- Small extent 5- No extent at all**

Factors	1	2	3	4	5
Organizational policies					
Perceived fairness in reward/payment system					
Salaries					
Work environment/condition					
Under staffed , disputes and work overload					

8. Are you satisfied with your current pay as a general worker? Yes [] No []

9. The following are some statements on the reward systems affecting general worker motivation.

Please indicate the extent of your agreement with each statement below:

1-Strongly Agree

2-Agree

3-Neither agree nor disagree

4-Disagree

5-Strongly Disagree

Statement	1	2	3	4	5
The pay given to general workers is worth the services they					
Hardworking general worker are encouraged by giving them allowances					
general workers are promoted on the basis of their qualifications and performance					
general workers output outweigh the pay they receive in terms of salary					
general workers who get low pay with regard to their inputs normally get de-motivated affecting their performance					

THE EXPERIENCES AND COPING STRATEGIES OF GENERAL WORKERS IN THEIR WORK

10. What are the reasons for becoming a general worker?

I am poor ()

I am not educated ()

I need to look after my children ()

I like it ()

Other (specify).....

11. How do you receive your wages?

Salary delays ()

Salary deductions due to breakages of cutlery ()

Salary deductions when you report to work late ()

Other (specify).....

12. If under paid or there is a payment delay, how do you copy with it?

Borrow money from renders ()

Get help from family and friends ()

Run private business ()

Waite for payment ()

I manage my budget with the paid money ()

13. How do you describe the workload that your employer gives you?

Overload ()

Light work/normal ()

19. If overload how do you copy with it?

Ignore part of the tasks ()

Pretend not to have headed the instructions to perform ()

Abandon work ()

Other (specify).....

THE RELATIONSHIP BETWEEN WORK AND PERFORMANCE

14. What demoralizes you with regard to your work performance?

Long working hours ()

Allocation of tasks ()

Lack of incentives ()

Inadequate resources to use ()

15. Adequate staffing can enhance job satisfaction and improve performance, to what extent do you agree with this statement?

Strongly agree ()

Agree ()

Disagree ()

Strongly disagree ()

16. Rewards foster co-operation within the organization hence improve performance, to what extent do you agree with this statement?

Strongly agree ()

Agree ()

Disagree ()

Strongly disagree ()

17. Questions regarding job satisfaction and performance tick where applicable.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
My job is interesting, hence I perform well					
Policies for my job is good this motivates me to perform well					
Supervision on the work assigned is good, this improves my performance					
There is freedom to use my own judgment					
My complaints are taken care of by my superiors					
I feel productive at work					
I feel fatigued/ill					
I am satisfied with my job					

END OF INTERVIEW

Thank you