

**AN INVESTIGATION OF FACTORS AFFECTING EMPLOYEE MOTIVATION AND  
PERFORMANCE – A CASE OF NATIONAL HOUSING AUTHORITY (NHA)**

**BY**

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## DECLARATION

I, **Thomas Mupashi**, do here by declare that this work is my original work achieved through personal reading and research. This work has never been submitted to the University of Zambia or any other universities. All sources of data used and literature on related works previously done by others, used in the production of this dissertation have been dully acknowledged. If any omission has been made, it is not by choice but by error.

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## APPROVAL

This dissertation by **Thomas Mupashi** has been approved as a fulfillment of the requirements for the award of the degree of Master of Business Administration in Management Strategy.

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## ABSTRACT

Motivated workers tend to show extra commitment towards their work which translate to higher personal performance and consequently improved organizational performance. Financial or monetary rewards such as salary, fringe benefits, bonuses and commission do not necessary motivate employees. There are other ways employees maybe be motivated without financial incentives. In today's competitive world, organizations both private and public need to maximize the use of their employees' skills and contribution to achieve organization objectives. Human Capital is one of the most critical resource for any organization in today's highly competitive business environment. The primary task of any manager is to have an organization that functions effectively and to do that, subordinates must work efficiently and produce results that are beneficial to the organization. It is obvious that motivation is one of the main factors that determine the work performance of employees and highly motivated employees are crucial to an organization's success. If we understand what drives people, then we can make them to do what we want them to do (Kocel, 2010). It is against this background that this research wanted to understand the factors that affect employee motivation at National Housing Authority (NHA) and what strategies management at NHA have put in place to enhance employee motivation and performance. The specific objectives of the study were to identify the factors that affect employee motivation at NHA, to examine how organizational culture influences employee performance at NHA and to assess the effect of motivation on the performance of employees at NHA. The study employed a mixed method research design and a questionnaire was used to collect the required data. The data collected was coded, quantified and analyzed quantitatively and qualitatively. Quantitative data was coded and arranged by the use of Statistical Package for Social Sciences (SPSS). The key and major findings of the study were that; Job security, salary, effective performance appraisal, recognition and career advancement were major motivation factors for employees at NHA. These results implied that non-financial factors are key in the motivation of employees and signifies the importance of management to take deliberate steps to put in place these non-financial factors. The study recommended that NHA should exploit extrinsic factors such as Job security, effective performance appraisal in their human resource management practices particularly in strategic human resource management to ensure that the employees have a sense of security with their jobs and are well motivated to perform their tasks.

**Key Words:** *Employee motivation, Performance, National Housing Authority, Lusaka Zambia.*

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## **DEDICATION**

This dissertation is dedicated to my lovely wife Faith Mupashi and my daughter Sante Rejoice Mupashi for their understanding and unwavering support physically, emotionally and spiritually.

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## **LIST OF ACRONYMS**

HR	Human Resource
MoE	Ministry of Education
MoU	Memorandum of Understanding
MBO	Management by Objectives
NHA	National Housing Authority
SPSS	Statistical Package for Social Sciences
SHRM	Strategic Human Resource Management
USA	United States of America



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

So many questions can be asked when it comes to understanding what employees want from their jobs whether it's a higher salary, job security, good relationships with co-workers, opportunities for growth and advancement – or something different? All these are important questions which influence employee motivation. The extent to which an organization can accomplish its objectives largely depends on how employees are motivated. This is because employees are considered as the lifeblood of any organization. Every organization regardless its size, reputation, net-worth and line of operation, needs motivated workers to put in their very best towards the success of the organization.

Conversely, de-motivated employees are most likely to discharge their duties unprofessionally and may end up developing a negative attitude towards their job and can even resign provided they are other better opportunities elsewhere (George & Jones, 2008).

Motivated workers are mostly contented, dedicated, and enthusiastic about their job, which automatically produces maximum performance from them, resulting in improved organizational performance in entirety. Due to the downward economic performance of the economy of Zambia such as high inflation rates and depreciation of the Kwacha against the US dollar, many organizations including National Housing Authority (NHA) are facing different challenges and inadequate resources that are key to help motivate or reward their employees. The fact that an organization has scarce resources does not unilaterally mean that employees should not be motivated or rewarded. According to Santrock (2009), studies conducted by Herzberg, Mausner and Snyderman in 1959 showed that there are alternative forms of motivation attached with zero-financial cost that management of organizations can use to motivate their employees. Financial rewards have been hyped and considered as potent tools for motivating employees while non-monetary forms of motivation have not been fully utilized as effective tools of motivation by management of organizations. Grant (2010) asserts that good flow of communication between employees and management makes employees feel commended that their inputs are well acknowledged and equally makes them feel recognized and valued in the organization. This kind of recognition strengthens their commitment and boosts their morale and consequently paves way for improved performance.

The creation of conducive work environment where employees are free to use their initiatives to carry out relevant tasks for which they are greatly commended is an effective strategy to boost their morale and job performance. In recent times, organizations have now designed measures to motivate their staff devoid of

any related financial implications. Thus, focus of management as regard staff motivation has moved from financial rewards to non-financial rewards.

According to Mathis and Jackson (2009: 119), performance is associated with quality of output and timeliness of output, presence /attendance on the job, efficiency of the work completed, and effectiveness of work completed. Armstrong (2011: 192) however, defines performance as an accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Employee performance is normally looked at in terms of outcomes. It can, however, also be looked at in terms of behavior (Armstrong, 2011).

Kenney et al (2012) state that employees' performance is measured against the performance standards set by the organization. There are a number of measures that can be taken into consideration when measuring performance. For example, using of productivity, efficiency, effectiveness, quality and profitability measures (Atif et. al, 2013). Efficiency is the ability to produce the desired outcomes by using as minimal resources as possible while effectiveness is the ability of employees to meet the desired objectives or target (Stoner, 2011). Productivity is expressed as a ratio of output to that of input (Stoner et al, 2015). Quality is the characteristic of products or services that bear an ability to satisfy the stated or implied needs (Kotler & Armstrong, 2015).

Many organisations today are seeking ways of how to develop, motivate and increase the levels of performance of its employees through various human resource interventions. This is because, for any organisation to achieve its objectives, a motivated workforce is critical and plays an important role. Therefore, management of any organisation needs to have a clear understanding of what enhances employees to go an extra mile in their duties and create ways and avenues to reward and recognise its employees. Failure to retain skilled employees and managers can lead to financial losses. An average company loses approximately \$1 million each time 10-15 managerial and professional employees leave an organisation (Ran, 2012).

### **1.1.1 Background of National Housing Authority**

The National Housing Authority (NHA) in Zambia is a strategic institution in terms of alleviating the housing deficit in Zambia. Prior to the attainment of Zambia's independence in 1964, the institution was set up by then by the colonial Government for the purpose of housing for the African majority in the country and this was overseen by what was called "African Housing Board". At independence, it was changed to Zambia Housing Board which following the enactment by Parliament under CAP 426 of the laws of Zambia in 1971 was renamed National Housing Authority (NHA). NHA is now governed by Cap

195 of the Laws of Zambia. As an agent of the Republic of Zambia on matters of housing, NHA is mandated to make better provisions for the development and control of housing throughout the country. Some of the key functions under NHA Act include to develop, build, manage and control housing estates and also clear squatter areas and plan improvements and re-development of such areas.

## **1.2 Statement of the problem**

Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently. This is because motivation has the capacity to energize and direct one's behavior and performance (Luthans, 2010).

National Housing Authority has in the past five years experienced work stoppages, boycotts, labour strikes, inconsistency in paying workers' salaries and workers dismissals. The pilot study conducted by the researcher in November 2020 showed a reduction in the number of employees from 108 as at January 2018 to 75 as at November, 2020. All these occurrences have potential to affect employee's motivation and overall performance of the organisation. This is because having motivated employees is critical in achieving the organisations objectives.

The memorandum of understanding (MoU) signed between NHA with Mercury Asset Partners from the United States of America (USA) amounting to US\$600 million (Zambia Embassy in U.S.A, 2018), outlined that NHA was to construct 5,000 low, medium and high-cost housing units for civil servants in Zambia, upgrade most of the unplanned settlements across the country and upgrade areas like Chawama, Misisi, Kuku, Chibolya and Kanyama compounds to decent housing by 2019 with access to safe and clean drinking water (Zambia Embassy in U.S.A, 2018).

As per the pilot study conducted by the researcher in October and November 2020, the results of the pilot study showed that 42% of the housing projects and objectives were achieved as of December 2019 (MoLGH, NHA 2020). Even after receiving funding and injection of capital, NHA has continued to experience work stoppages and high labour turn over. Furthermore, the pilot study conducted at NHA in November 2020 by the researcher revealed that 85% of employees were not happy with delays in salaries and consequently high labour turnover and work stoppages were experienced. It is against this background that it was imperative to investigate and understand the factors that affect employee motivation at NHA and its effect on the performance of the organisation.

## **1.3 Main Objective**

The main objective of the study was to determine the factors influencing employee motivation and how they impact employee performance at National Housing Authority.

#### **1.4 Objectives**

The specific objectives of this study were:

1. To establish the factors that affect employee motivation at NHA.
2. To examine how organizational culture influences employee performance at NHA.
3. To assess the effect of motivation on employee's performance at NHA.

#### **1.5 Research Questions**

1. What are the factors that affect employee motivation at NHA?
2. How does organizational culture influence employee's performance at (NHA)?
3. In what ways could motivation be improved in order to enhance employee performance at NHA?

#### **1.6 Significance of the Study**

The knowledge gained from the study may help policy makers to understand the role motivation has on employees and its effect on organizational performance. Furthermore, the findings could be used in coming up with interventions to improve the level of motivation and organizational performance at NHA. Subsequently, it is envisaged that the study may bring out theories that may be helpful in analyzing the impact motivation has on employee performance at NHA. Additionally, the results of the study could contribute towards filling the information gap on the title of the study. Finally, the study may provide an opportunity for areas for further research.

#### **1.7 Scope of the Study**

The general scope of the study was to investigate on factors that affect the motivation of employee's performance. The study was focused at NHA head office in Lusaka. The study focused at employees and managers at the said institution.

#### **1.8 Justification for this Study**

In today's highly competitive labour market, human resource is regarded to be critical regardless of the size of the organization. Employees at NHA have continued to go on work stoppages, non-payment of salaries, dismissals for those who have been deemed to be unruly and disloyal. All these and other factors currently have affected the employee morale as such conditions are perceived not to be favorable. This

research will enable managers to re-examine the area of employee motivation and staff retention. As such, the outcomes of this study are beneficial as it will have management and policy makers at both NHA and at government level make decisions based on researched data.

## **1.9 Definition of terms**

**1.9.1 Employee:** A person who is hired to perform a job or work for a person or company and gets paid (SHRM, 2012)

**1.9.2 Motivation:** This refers to the forces, internal or external to a person that arouses enthusiasm and persistence to pursue a course of action (Luthan, 2010).

### **1.9.3 Employee Motivation**

Motivation as stated by Ran (2009) is generally defined as the process that accounts for an individual's passion, direction, and determination of effort toward attaining a goal.

### **1.9.4 Employee Turnover**

According to Society for Human Resource Management, employee turnover is defined as the rate at which employees enter and leave a company in a given fiscal year (SHRM, 2012).

## **1.10 Organization of the Thesis**

This study was divided into six Chapters. Chapter one is composed of the introduction, the background of study, statement of the problem, the purpose of the study, the objectives of study, research questions, significance, scope and justification of the study, limitations of the study and organization of the study.

Chapter two focused on the discussion of underlying theories and empirical studies that were unique to the area of study. The literature review focused on what other researchers have written about the topic.

Chapter three focuses on how the study was carried out. It explains the research design, target population-sample size, data collection tools, data analysis, data collection procedure, reliability of study, validity and ethical consideration. This section also explains the sample size and sampling procedure. This section covers the research instrument used by the researcher to collect data, which includes interviews and questionnaire schedules.

Chapter four presented the findings of the study and discussed data collected by the researcher using the methods described in chapter three. The purpose was to transform the raw data into information that is

manageable, presented in an attractive, communicative manner. The interpretation was aimed at drawing logical and sensible inferences from the information gotten from the study.

Chapter Five and Six discussed the findings, conclusions and recommendations and suggested areas for further research.

### **1.11 Chapter Summary**

Chapter one has clearly introduced the problem through various sub-headings. These are: the problem statement, research objectives and research questions, significance of the study, scope of the study, limitations of the study, organization of the study and the summary of the chapter. In the next chapter, the researcher will focus on the literature review to understand what other researchers have said about the subject at hand and discuss the theoretical & conceptual frameworks.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter focused on the discussion of underlying theories and empirical studies that were unique to the area of study. It outlined the literature reviewed by the researcher in relation to the study at hand. Literature review helps to demonstrate familiarity with the body of knowledge and establish credibility, as well as showing how the current research project is linked to past research (Neuman, 2013). This chapter reviews the necessary literature for the study. The review relied greatly on empirical studies, data obtained from published materials such as books, online magazines, and journals. The review provided an overview on factors that affect the motivation of employee's towards performance, a case of National Housing Authority (NHA)

#### **2.2 Employee Motivation and Performance**

Motivation is the most important factor that influences organizational performance in many different institutions. It is important to note that employee motivation is one of the policies that managers use to increase effective performance management amongst employees in organizations (Shadare et al., 2013). A motivated employee is responsive to definite goals and objectives individual employees must achieve. Organizational facilities will go to waste if it lacks motivated employees to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business forward. Owners, managers, and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increases the willingness of workers to work, thus increasing effectiveness of the organization. Organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Shadare et al., 2013).

According to Pate (2010) the study of motivation is concerned, basically, with why people behave in a certain way. The basic underlying question is why do people do what they do? Kovach (2013) states that despite numerous studies done on motivation, managers still are not close to understanding employees' motivation than their colleague more than fifty years ago. Motivation has the role to develop and intensify the desire of every member of the organization to work effectively and efficiently in his position. Even though money occupies a major place in the mix of motivators, money alone cannot motivate employee well to work unless it is coupled with other non-monetary motivators (Frey and Osterloch, 2012).

A Study by Reis and Pena (2011) on motivation depicts that there are several ways to motivate employees. These are known as theories, which can be divided into two categories. They are the content theories and the process theories. The content theories focus on what motivates employees and it was propounded by eminent writers such as Maslow (1946), McClelland (1988) and Herzberg (1968). Vroom (1969), Adams (1965), Locke and Latham (1990) are the proponents of the process theories and they focus on how motivation occurs. Reis and Pena (2011) question whether motivating people to work in the 21st century with theories conceived during the past 100 years are likely to be infeasible. They conclude that the core message is that managers should reconsider the use of outdated motivational patterns utilized to maintain role performance in organizations and adopt a fresh motivation formula for the 21st century based on friendship, work, and respect. However, the Chartered Management Institute checklist maintains that these theories are still valid today (CMI, 2011). Even though the two theories are complementary, they are in a way opposite and their differences leads others to conduct further studies on motivation. This led to a number of ways through which employees could be motivated to increase performance. Several writers such as Roche and Mackinnon (2012) and others such as Mayfield et al (1998) suggest that leadership styles and freedom given to employees are significant in motivating employees. Luthans and Stajkovic (2013) and Armstrong and Murlis (2012) held the view that recognition can be used to motivate a worker to perform well whilst Oldham and Hackman (2010), Lawler (2010) argued that job design has an important role to play in employees behavior.

The researchers' view sees motivation in employees as an important factor when it comes to success and attainment of organization's goals. This is because when an employee is motivated, he or she shows enthusiasm and eagerness towards work and a strong determination to implement and accomplish every task given.

### **2.2.1 Employee Motivation and Productivity**

According to Wentzel and Wigfield (2009), the relationship between employee motivation and productivity is not definitely established. The consensus, however, is that in the long-run, motivation leads to increased productivity. The strongest implication of much of the research is that the two variables, motivation and performance, are relatively independent of each other. There seems to be at least two possible reasons for this. The first is that in many jobs, variations in motivation cannot lead to variations in productivity. In other words, motivation and productivity may be well largely separate casual paths: one set of factors (e.g. investment in technology) determines productivity and another set (e.g. perceived equity of rewards) produces job-satisfaction (Westover, 2010). There are some conditions under which



high productivity more clearly leads to motivation. One condition is that the employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity. The second condition is that the extrinsic rewards (pay for example) be distributed equitably. Inequitable distribution fails to convince the employees close correlations between hard work and rewards (Muhammad and Wajidi, 2013).

### **2.2.2 Employee Motivation and Employee Turnover**

Turnover is the process in which employees leave the organization for various reasons and have to be replaced. Like absenteeism, turnover is related to employee motivation. Excessive turnover can be a very costly problem and can have a major impact on productivity. Cost however is not the only reason turnover is important. Interrupted schedules, additional overtime, mistakes and not having knowledgeable employees in place are some of the frustrations associated with excessive turnover (Westover, 2010). High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems and increases the cost involved in selecting and training replacements. The employer's goal is to try as much as possible to minimize turnover by making employees feel motivated on their jobs. The withdrawal behavior of employees is modified by certain factors. Loyalty to the organization is one such. According to Van and Adonisi (2008), some employees cannot imagine themselves working elsewhere, however demotivated they are in their present job. Availability of other places of employment also influences turnover.

### **2.3 Factors of Motivation**

According to the study conducted by Eisenberger, Rhoades, and Cameron (2013), factors such as good performance, high perceived self-determination, and performance-reward expectancy positively impact employee's intrinsic motivation. In other words, if employees expect to be rewarded for performing a task well, their motivation will increase to perform it well. However, Mayo (as cited in Riley, 2012) states that Fredrick, in his theory ignored the point of meeting employees' social needs in order to get them motivated.

In support of Mayo and contradiction to the Fredrick Theory, Al-Harthy (2011) proves that motivation caused by appreciation has exceeded salary and benefit packages with a significant ten percent point difference. Similarly, Wu and Chen (2010) state that factors like encouraging work environment which makes the work interesting, the feeling of accomplishment through demanding task, are usually neglected by managers. However, the researcher in this study observed that financial motivational sources also bring most constructive individual's creative behavior in a short term.

In addition to the above discussion of motivation, Tella et al. (2012) with respect to Abraham Maslow's theory declare that, motivation is what pushes the employees in accomplishing and satisfying the needs. Hansmann (2010) also agreed with Maslow's theory which assumes humans to be continuously motivated by needs. If a particular need is satisfied, the individual steps to another need to get motivated. Furthermore Hansmann (2010) clarifies about Maslow's theory that along with the hierarchically arranged needs, Maslow emphasized on the need for the consideration and knowledge of the needs which has an impact on interest and motivation

According to Adewunmi, Omotuyole and John (2011), Employees satisfaction and motivation are major determining factors that assist in channeling the employee efforts towards the attainment of organizational goal. Similarly, Tella et al. (2007) consider motivation as a factor which affects the individual's performance. However, there are other important factors also which should be considered for example individual's ability and competency, funds and working situations. In addition to this, Chen et al. (2010) indicate that creative behavior at special levels is been affected by the motivation while doing the job. However, Meija et al. (2014) highlight that a manager should have a clear understanding of work motivation because employees with higher motivation tools produce a superior quality product or service than employees who lack in motivation.

The researcher's views are that motivation in employees is brought through a combination of both, the extrinsic and the intrinsic rewards. Organizational performance and its goal's achievement depend upon the will and motivation of employees to achieve the personal goals aligned with the achievement of the organizational goals. Without motivation, employees will be doing jobs just for the sake of necessity but not for the success of organization which will finally result in dissatisfaction and decreased loyalty.

### **2.3.1 Leadership Influence**

Leadership plays an important role in any organization set up. Leadership is all about influencing people to do things in a particular way. A leader should therefore possess the skills to lead and influence but to achieve that, a leader need people to follow and to have them trust him/her. And to gain the trust of the subordinates and do things for the leader and the organization, the employees need to be motivated. Theories imply that leader and followers raise one another to higher levels of morality and motivation. Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes in management (Rukhman, 2010).

### **2.3.2 Work Environment**

Employee's level of motivation is also influenced by the quality of the working environment both its physical attributes and the degree to which it provides meaningful work. While a comfortable physical environment is correlated with employee motivation, the relationship is not merely as strong as the relationship between motivation and managerial behavior (Yazdani et al 2011). Work environment plays an essential role since it influences employee motivation. Employees are concerned with a comfortable physical work environment that will ultimately provide extra optimistic level of motivation. Lack of favorable working conditions, amongst other things, can affect badly on the employee's mental and physical well-being.

Negative performance can be provoked by poor working conditions since employee's job demand mentally and physical tranquility (Irons and Buskist, 2013). Furthermore, when employees feel that management does not appreciate or acknowledge their efforts or work done, they may use poor working conditions as an excuse to get back at management (Whittaker, 2014).

### **2.3.3 Monetary Compensation and Fringe Benefits**

Most employees want to earn a reasonable salary or remuneration and employees desire is to paid what is equivalent to the work they put in because no one works for free or desires to be paid less than what they are supposed to be paid. Money is a fundamental inducement and it has been argued that no other incentive or motivational technique come even close to it with respect to its influential value. This is because it has the ability to magnetize, retain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Abadi et al., 2011).

Research has suggested that reward causes motivation of the employee which directly influences performance of the employee (Kalimullah et al., 2010). Rewards are management tools that hopefully contribute to a firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses, or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managers must consider salary structures which should include the importance the organization attach to each job, payment according to performance, personal or special allowances, fringe benefits and pensions (Rukhmani et al., 2010).

### **2.3.4 Co-Workers and Peers**

A co-worker is a person who holds a position or rank similar to that of an employee in the same company or organization. Co-workers are a distinct part of the working environment, and employees are expected to work harmoniously with other employees (Iqbal, 2010). People seek friendly, warm and cooperative relationships with others, not only for what these relationships produce in the immediate present, but also for what they provide in those times of need, such as social support. Bagraim, Cunningham, Potgieter and Viedge (2007) suggest that employees should be technically, emotionally and socially supportive of one another. Harmonious interactions between an individual and their fellow employees, as well as relations between other fellow employees with each other, have a positive influence on an individual's level of organizational commitment and motivation (Iqbal 2010). Pleasant associations with co-workers have been found to have a positive influence on an individual's level of motivation (Ladebo, Awotunde and Abdul Salaam-Saghir, 2008)

### **2.3.5 Management and Leadership skills**

Good leadership and managerial skills are an important factor in fostering employee motivation. Those who act to maintain good relations with their employees exhibit certain behaviors such as help with job related problems, awareness of employee difficulties, good communication, and regular feed-back about the performance so that employees always know where they stand. Employees want to have input into decisions that affect them, to feel important and appreciated. They want to be informed and involved at workplace. When a job brings recognition and respect, employees are motivated with it. This is an easy condition to create with feedback (Tella, 2007).

The evidence that “good management” plays a part in affecting employee motivation puts a responsibility on both the managers and the supervisors in the organization. Management needs information on employee motivation in order to make sound decisions, both in preventing and solving employee problems. A typical method used is employee motivation surveys, also known as a morale, opinion, attitude, or quality-of-work-life survey. An employee motivation survey is a procedure by which employees report their feelings towards their jobs and work environment. Individual responses are then combined and analyzed (Yazdani et al., 2011)

### **2.3.6 Job Enrichment and Skills Training**

Job enrichment entails an employee having an autonomy on how they perform their tasks and the level of skill that the job offers to an employee. This may be because employees who have the authority and responsibility over their own work can be more efficient, eliminate unnecessary tasks, take shortcuts, and

overall increase their own performance. However, not all employees desire to have control over how they work, and if they do not have this desire, they may feel dissatisfied in an enriched job (Whittaker, 2016).

### **2.3.7 Nature of Job**

According to Mehmood, Irum, Ahmed and Sultana (2012), there is a negative association between intelligence and motivation when complications in jobs are persistent because most of the jobs are not challenging or interesting, hence if the job do not have the perceived element of interest it may possibly bring demotivation among intelligent employees. The nature of a job can become a dominant factor of job employee motivation when employees assess different aspects of their work, like supervision, growth opportunities, salaries, and colleagues.

### **2.3.8 Career advancement**

Career advancement opportunities such as promotions and trainings can affect employee motivation considerably. The desire for promotion can generally be strong among employees as it involves change in job content, pay, responsibility and job enlargement, independence and status among others. It is no surprise that employees take promotion as the ultimate achievement in their career and when it is realized, he/she feels extremely satisfied (Turkyilmaz et al., 2011).

If an organization provides employees the necessary factors for promotion such as facilities, trainings, tools and skill development, then employees will be automatically motivated and satisfied. Promotion and satisfaction have a direct relationship. Naveed and Bushra (2011) indicated that Maslow's hierarchy of need theory also described that when esteem needs (autonomy, power, recognition and status) of people are fulfilled, they will be more satisfied with their job. The need theory indicates that there is a need of achievement and need for power in people. People will be more satisfied and motivated when their needs are fulfilled (Ramasodi, 2010).

## **2.4 Effect of Organizational Culture on Employee Motivation and Performance**

The culture of the organization should be developed to support continuous improvement in employees' performance so that employees are able to identify with the norms and values of the organization, hence the need for organizational culture (Ojo, 2009). It is through this process that employees learn about the organizational culture and decide whether they can cope with it or not, meaning that an organization is a learning environment. It makes employees understand that organizational culture makes employees perform better, hence understanding more of performance as the extent to which an individual is carrying out an assignment or task (Cascio, 2014).

For two decades, many scholars have studied the nature and scope of organizational culture and those who have worked on the employees' participation in the organizational success agree that there is a significant influence of culture and organizational success. For instance, Fakhar, Zahid and Muhammad (2013), found out that the implementation of a good rewarding system and continuous motivation encourages the employee to do best to target achievements of the organization, instead of giving more focus on structures and policies.

Earlier studies indicated a relationship between organizational culture and employees' performance. Magee (2009), as cited in Agwu (2014), argued that organizational culture is inherently connected to organizational practices which in turn influence employees' performance but Hellriegel and Slocum (2010) contend that organizational culture can enhance employees' performance if what sustains it can be understood. Thus, the culture of an organization acquaints employees with the organizations' history as well as current methods of operation that guide employees on expected and acceptable future organizational behaviors and norms. Habib et al. (2010) assert that effective human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviors which in turn influence their performance but from numerous surveys on culture, it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures (Sackman and Bertelsman, 2016).

In this study, the researcher views organizational culture as shared values, beliefs and norms that influence the way employees think, feel and behave in the workplace and also assumes that a positive organizational culture will enhance employees' performance as values shared by employees in the organization. Several academics and practitioners (Kotter and Heskett, 2009), cited in Agwu (2014), argue that the performance of an organization depends on the degree to which the values of its employees are widely shared. Similarly, it is generally argued that shared and strongly held values enable management to predict employees' reactions to certain strategic options and reducing these values may bring undesirable consequences (Ogbonna, 2012).

Some other researchers have noted that treating culture as a unitary concept reduces its value as an analytic tool (Martin, 1992, as cited in Ogbonna and Harris (2013). Yet culture cannot be equated to power and politics or climate because there is a disagreement by Legge and Ogbonna (2013) on whether organizational culture can be easily changed. But experience from the National Housing Authority (NHA) suggests that culture can change especially when the people who introduce that culture have left the organization. Some scholars (Denison, 1990; Ouchi, 1981), as cited in Uddin et al. (2013), have argued

that the performance of an organization is dependent on the degree to which the values of the culture are widely shared.

According to Scholz (2007), as cited by Tameemi et al (2014), claimed that organizational culture is linked to performance and is also founded on the perceived role that culture can play in generating competitive advantage. But Ogbonna (2012) argues that some widely shared and strongly held values enable management to forecast employee reactions to certain strategic options, hence minimizing the scope for undesired consequences. In addition, Krefting and Frost (2005), also cited by Tameemi et al (2014), suggest that the way organizational culture creates competitive advantage is by defining the boundaries of the organization in a manner that facilitates individual interaction by limiting the scope of information processing to appropriate levels.

According to Awad and Saad (2013:172), the different values and beliefs based upon employee performance helps in organization association. They argue that the organizations' culture helps in internalizing joint relationship that leads to manage effective organization processes. They also confirm that the productivity and culture of an organization helps in improving employee performance. In their study, they observe that strong impact of strong organization culture leads to increased productivity. In another study, Mohammad, Uddin, Huq and Saad (2013) on the impact of organizational culture on employee performance and productivity, the results showed positive association between a strong culture and performance improvement. It was therefore on the basis of this study, that organizational culture has a positive impact on the employees' job performance. Schein (1990), as cited in Ahiabor (2014), also states that an organizations' norms and values have a strong effect on all those who are attached to the organization and, as considered by the scholar, norms are invisible.

## **2.5 Effect of Motivation on Employees' Performance**

Motivation theorists such as Maslow (1946), Herzberg (1968), Alderfer (1972) and McClelland (1988) have suggested specific things that managers can do to help their subordinates become self-actualized, because such employees are likely to work at their maximum creative potential when their needs are met. They agree that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. These authors (Koch, 1990; Stuart, 1992) all stated that recognition of a job well done or full appreciation for work done is often among the top motivators of employee performance and involves feedback. Positive feedback follows the principles advocated in Reinforcement Theory, which states that behavior is contingent on reinforcement. Examples of positive

reinforcement in this context may include workplace visits by top executives to high-performance employees, personal handwritten notes of thanks accompanying paychecks, and telephone calls by top executives to employees at home (Knippen and Green, 2010).

Theories such as equity has some important implications for ways of motivating people by not underpay, overpay and presenting information about outcomes in a thorough and socially sensitive manner. According to the Equity Theory, companies that attempt to save money by reducing employees' salaries may find that employees respond in many different ways to even the score; those that overpay some employees as a useful motivational technique to increase performance may later realize that when you overpay one employee, you are underpaying all the others. When the majority of the employees feel underpaid, they will lower their performance, resulting in a net decrease in productivity and widespread dissatisfaction. Hence, the conclusion is that managers should strive to treat all employees equitably; and this suggestion follows from research showing that people's assessments of fairness on the job go beyond merely what their outcomes and inputs are to their knowledge of how these were determined, that is, to their sense of procedural justice (perceptions of the fairness of the procedures used to determine outcomes). Osei (2011), also agrees with the equity theory that, one of the fundamental issues that is sensitive and critical which can make or unmake any organization is wage or salary determination. Justice, fairness and equity in salary determination, to a large extent, put to rest all the misconceptions any individual or any organization may experience, and that is highly motivational enough to assess the optimal usage of time and energy

Theories such as expectancy outlined several important implications for ways of motivating employees by clarifying people's expectancies that their effort will lead to performance. This is by training employees to do their jobs more efficiently so as to achieve higher levels of performance from their efforts and linking rewards and performance by specifying exactly what job behaviors will lead to what rewards.

Locke (2008), goal setting theory believes that you can achieve effective performance goals by assigning specific goals; difficult but acceptable performance goals and providing feedback concerning goal attainment. He further indicated that giving praises, Management by Objectives (MBO), and job-design increases employees' performance. Extrinsic motivation factors like praise acts as a motivator because it enhances employees' needs for self-esteem, self-actualization, growth and achievement. It is most powerful, less expensive, and simplest, yet the most underused motivational technique. To motivate people to high levels of performance, objectives should not be difficult but achievable, observable and measurable, specific, with a target date, anticipatively set when possible and accepted by employees.



Employee who meet their objectives should be rewarded through recognition, praise, pay increase and promotions. Many organizations now link pay to meeting goals (Lussier, 2005).

The study conducted by Mweemba (2019) which focused on the performance of banking sector in Zambia revealed that extrinsic variables such as training, salary increment, and medical scheme have high levels of motivation on employees in the Zambian banking sector. Furthermore, a research carried by Masaiti and Naluyele (2011) on the “employee’s perception on incentives and motivation” on employees at the ministry of education (MOE) in Zambia reviewed that majority of employees were not satisfied with the salary given to them and this had an effect on their levels of motivation and performance. In another research conducted by Mungo’mba (2018) on the effect of Motivation on Workers Performance and productivity at Zambia Breweries, the research revealed that majority of employees were not satisfied with their work and that salaries affected their motivational levels. The low motivation levels had a negative impact on the efficiency and effectiveness of the workers which ultimately affected productivity.

Another research conducted by Mutale (2013) revealed that health workers negative attitude in rural health facilities in Zambia were associated with motivation.

## **2.6 Theoretical Frameworks**

The study focused on three (3) theories namely, Maslow’s Need Hierarchy Theory, Herzberg’s two-factor model and Vroom’s Expectancy theory.

### **2.6.1 Maslow’s Need Hierarchy Theory**

Maslow (1954) outlined in his theory that humans rarely reaches a state of complete satisfaction and he is therefore always wanting. This means that, when one desire is met or satisfied, another desire will emerge and once this new desire is satisfied, still another will come up. Maslow stated that this is part of the characteristic of human beings.

Maslow (1943) cited in Ramlall (2014, p.54) stated that:

“people, including employees in organizations are motivated by the desire to achieve or maintain the various conditions upon which these basic satisfactions rest and by certain more intellectual desires”.

Adair (2004) stated that a person is motivated by an inner programme of needs rather than by external motives such as rewards or punishments.

Maslow's theory revealed that people will always want something new once they have the need met. For example, once a person's physiological needs are met, they will move to the next level of needs such as security needs until the top/furthest needs on the hierarchy which is the need for self-actualization.

Armstrong (2006) stated that people have different needs and will establish different goals and actions to satisfy the needs and achieve the goals.

Latham (2007, pp.30-33) stated that a person can move from one level of need to another level even before the other level of need is totally fulfilled. Therefore, an individual who is partially satisfied with one level of need will still seek satisfaction at the next level of need.

Steers and Porter (1983, pp.31-35) stated that one of the key responsibilities for managers was to help in creating an environment which can help employees to develop to their fullest potential. Once this is achieved, employee frustrations will be reduced but at the same time, failure to create an enabling environment/climate may increase employee frustrations leading to poor performance, employees leaving or withdrawing from the organization and job satisfaction levels becoming low.

### **2.6.2 Herzberg's two-factor model**

Herzberg's two-factor model theory sometimes called the motivation-hygiene theory states that the factors giving rise to job satisfaction are distinct from the factors that lead to job dissatisfaction (Armstrong, 2007, p.124). Therefore, there are two groups of factors affecting job satisfaction according to (Armstrong, 2007, p.124) and these are:

“Satisfiers or motivators which are intrinsic to the job. These include achievement, recognition, the work itself, responsibility and growth. The second group comprises what Herzberg calls the ‘dissatisfaction avoidance’ or ‘hygiene’ factors, which are extrinsic to the job and include pay, company policy and administration, personal relations, status and security. These cannot create satisfaction but, unless preventive action is taken, they can cause dissatisfaction”.

Herzberg further noted that any feeling of satisfaction as a result of any pay increase would only last for a short period of time while any satisfaction as a result of the work itself would last longer (Herzberg *et al.*, 1957).

One of the key conclusions derived from the research by Armstrong is that pay is not a motivator, except in the short term, although unfair payment systems can lead to demotivation (Armstrong, 2007, p.124).

Porter and Lawler (2008) suggested that two factors are involved in determining the effort people put into their jobs: 1) the value of the reward to individuals as far as they satisfy their need for security, social

esteem, autonomy and self-actualization; and 2) the probability that reward depends on effort, as perceived by individuals.

The Adair 50:50 rule has it that: ‘50% of motivation comes from within a person, and 50% from his or her environment’ (Adair, 2004). Adams (1965) stated that people will be better motivated if they are treated equitably and demotivated if they are treated inequitably.

### **2.6.3 Vroom’s Expectancy theory**

Vroom’s Expectancy theory cited the connection between a person’s effort and motivation with the expected desired outcomes (Vroom 1964). It explains the procedure of how a person selects to perform a set of behaviors over another one, and how the decision made is related to the goals. According to Vroom (1964), an individual’s motivation to reach a desired outcome is determined by the three important components which are expectancy, instrumentality and valence. The first component in the equation is expectancy, which is defined as a person’s belief that their effort will result in desired outcomes, such as performance or success. It is also a person’s evaluation of what kind and how much effort should be put in order to achieve better results or higher performance. The second component which is instrumentality refers to a person’s belief that his/her performance is linked to later results, such as reward or punishment. For instance, if a person believes that his/her hard work will be recognized and resulted in rewards, he/she is likely to put more effort into the work. Finally, valence component demonstrates a person’s perception about the amount of reward or punishment received as a result of performance. If a person feels that the reward or punishment is well-earned with his/her effort and performance, he/she will put more effort to achieving it (Skempt-Arlt et al 2007).

### **2.6.4 Summary of theories**

The three theories vary in nature and differ in meaning. However, all of them share some common traits, which are for example, that motivation can arise from intrinsic (internal) factors or extrinsic (external) factors and the theories so far have proved the outweighed value of intrinsic motivators from an individual’s perspective rather than the extrinsic ones (e.g. money) as it has normally been assumed. Maslow’s Hierarchy of Needs, Herzberg’s Two-Factor theory, and Vroom’s Expectancy theory were chosen as the basis for this study because they demonstrate a strong connection with each other and are supportive with the research topic. The three theories share a similar and concrete outcome that attitudes do have a huge influence on the administration of activities and results. According to Maslow, it is necessary for every individual to fulfil the basic levels of needs before moving to higher ones; and the ideal is to achieve and satisfy the highest level of self-actualization in the hierarchy. In parallel, Herzberg’s

theory shows that intrinsic and extrinsic factors play an important role towards job satisfaction such as satisfaction is not done by the lower needs at work but only by achieving the psychological needs of achievement, recognition, responsibility, growth, advancement and the nature of work itself. Besides, Vroom's theory also supports the conclusion by pointing out the dependence of an individual's work outcomes on intrinsic motivation.

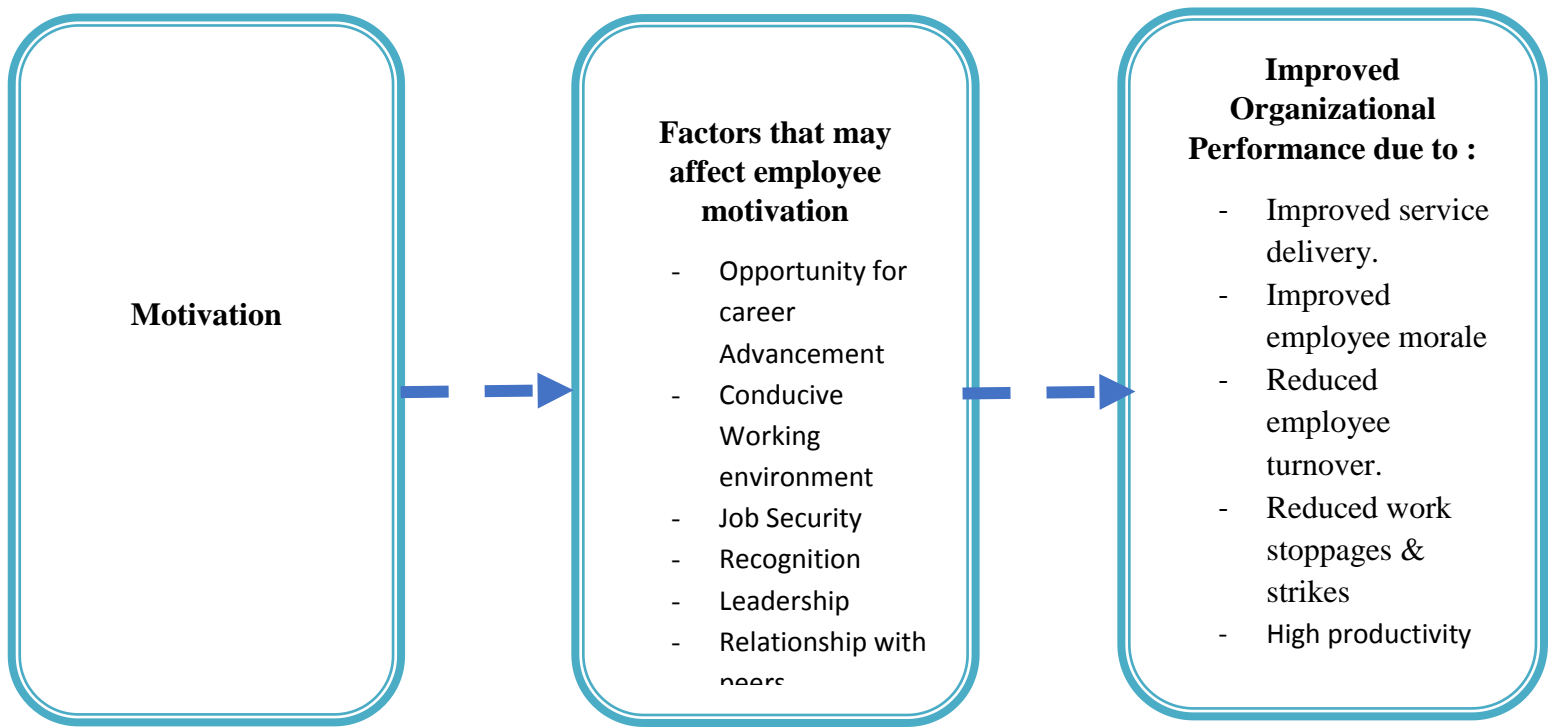
Although all these theories have been used as a base for empirical research, going forward, the study will focus on Herzberg's Two-Factor theory of motivation. This is because after contrasting the conclusions of the theory, the researcher's conceptual framework aligns well with Herzberg's conclusion which states that intrinsic and extrinsic factors lead to job satisfaction which in this study, the researcher is focusing on as employee motivation. The researcher's aim is to understand how these factors affect employee's motivation or demotivation in the course of doing their job. Therefore, the factors advanced by Herzberg in his theory will be used as a basis to understand what factors influence employees' motivation in the workplace and the link between employees' motivation and its effect on organizational effectiveness and performance.

## **2.7 Conceptual Framework**

Conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Svinicki, 2010). The main purpose of a conceptual framework is to clarify concepts and relationships among the variables in the study, provide a context for interpreting the study findings and explain observations. It illustrated the relationship between motivation factors and employee performance. Motivational factors were the independent variables conceptualized by the various factors such as nature of work, leadership, work environment, attractive pay/salary etc. while employee performance, the dependent variable in this study, was conceptualized by reduced work stoppages, increased cashflow, reduced absenteeism, high productivity etc. (Nassazi, 2013).

For the phenomenon of motivation and its effects on performance to be studied empirically, there is the need for a conceptual framework that pulls together the concepts of motivation and organizational performance. The conceptual framework, as illustrated in the figure below describes the underlying relationship. Motivation either intrinsic or extrinsic leads to performance and is influenced by factors such as salaries, fringe benefits, responsibility, promotion in the organization nature of work, recognition of work done, opportunity for advancement, working conditions, and relationships with superior and peers.

The conceptual framework provides a foundation of focusing on specific variables for the study. These variables are based on the literature reviewed on motivation and its effect on employee performance.



**Figure 2.7: Conceptual Framework**

### 2.8 Operationalization of Variables

As per conceptual framework in figure 2.7 above, motivation and the factors influencing motivation can be considered as the independent variables while improved organizational performance as the dependent variable. The independent variables will influence the dependent variables which is organizational performance. The assumption is that when there is good leadership, job security, conducive working environment, opportunity for career advancement, attractive salary, there will be enhanced employee performance and Improved organizational performance due to reduced work stoppages , improved service delivery, reduced absenteeism, reduced employee turnover.

### 2.9 Independent Variables

The independent variables include opportunity for career advancement, relationship with peers, fringe benefits, job security, leadership, working conditions, salary and nature of work. Below is a brief explanation.

### **2.9.1 Motivation**

Motivation can be said to be the driving force which stimulates an individual to initiate and sustain a performance or behavior. As outlined in the framework above, it can be argued that motivation will lead to improved employee performance which will eventually result in cash flow, high productivity, reduced staff turnover etc. and achieving targets in a timely manner. However, there are factors that influence motivation as explained further below.

### **2.9.2 Opportunity for career advancement**

Employee trainings, skills development and career development prospects can have a positive or negative effect on employee motivation. An employee who undertakes various training and skills development opportunities will be highly motivated to work extra hard in anticipation of future promotions, recognitions and financial benefits. At the same time, lack of training can affect motivation and performance of employees. Furthermore, an employee who does not see him/herself grow in their career at NHA may consider the need to leave and seek employment elsewhere.

### **2.9.3 Relationship with peers**

Teamwork and having a good relationship with peers can lead to high productivity and improved morale to an employee. When employee work together, tasks get accomplished faster and this leads to better performance of the organization and this will result in employees getting better conditions of service.

### **2.9.4 Job security**

An employee who has a secure job will be able to concentrate on his/her job and put in the best to achieve greater results. Furthermore, an employee with a secure job will be able to plan ahead with financial obligations. For example, an employee can get a loan from the bank to build a house and repay back the loan in five years' time. This will motivate the employee to work extra hard to maintain the job for a long period of time and repay back the loan. In this study Job security is defined as a state where the employer does not terminate employment without following clearly documented procedures.

### **2.9.5 Leadership**

Leadership can be used as another significant tool to motivate an employee. Once a leader succeeds and gains the trust of his/her subordinates and make them follow willingly, the organization will achieve its objectives. Moreover, if a leader wants to build his/her trust around the organization and make the

employees do their work appropriately, they need to be motivated and there should be a reciprocal cooperation for each other between a leader and the employees to attain higher motivation.

### **2.9.6 Conducive Work Environment**

A better and conducive work environment such as a well ventilated and furnished office will lead to employee commitment towards their work. A good work environment is a type of environment where an employee feels that his/her views will be respected and where adequate tools are provided to an employee to carry out his/her assignment with support from his/her supervisor. In this study a conducive work environment is defined as a type of environment where an employee feels that his/her views will be respected and where adequate tools are provided to an employee to carry out his/her assignment and with support from his/her supervisor.

### **2.9.7 Competitive salaries and fringe benefits**

An employee with a good salary will be able to feed and take good care of his family and afford other basic needs (JCTR 2020). The Zambia Statistics Agency (Zamstat, 2020) reports that the formally employed population in Zambia accounted for 31.2 percent of the total employed population and approximately 58 percent are unemployed. With other cultural demands to help external family members, a good salary will motivate an employee to work extra hard so as to meet the various financial needs.

### **2.9.8 Nature of work and responsibilities:**

The nature of one's work has the ability to motivate or demotivate an employee. Certain jobs demand employees to work long hours without better remunerations while other jobs can be risky. All these can have a lot of influence on an employees' performance.

### **2.10. Dependent Variables**

The dependent variables are influenced by the independent variables which is employee performance. When employees are motivated, their performance will be high resulting in high productivity, reduced rate of turnover and absenteeism. Motivated employees can lead to increased productivity and allow an organization like NHA achieve higher levels of output. For example, having an employee who is not motivated at work will probably use most the time at their desk surfing the internet for personal pleasure or even looking for another job. At the same time, motivated employees can lead to increased productivity and allow an organization like NHA achieve higher levels of output. For example, having an employee

who is not motivated at work will probably use most the time at their desk surfing the internet for personal pleasure or even looking for another job.

## **2.11 Chapter Summary**

This chapter has presented a review of the relevant literature on employee motivation. The theories included Maslow's Hierarchy theory, Herzberg's two factor theory and Vroom's expectancy theory while the conceptual frameworks outlined the independent and dependent variables and how they affect organizational performance. From the three theories, the researcher opted to use Herzberg's principles in formulating the conceptual framework in order to address the gap of "understanding the factors that affect employee motivation" using Herzberg's conclusion on "factors affecting job satisfaction". The next chapter will outline and present imperative research methods that was used to conduct the research.



## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

Chapter Three discusses the research design and methodology that applies to the study. It starts with the philosophical assumptions of the study and further discusses the research design, target population and sampling procedures. It also gives an outline of the data collection techniques and data analysis techniques. Subsequently, it discusses the pilot study, validity, credibility, reliability, and ethical considerations. Finally, it draws the conclusion of the chapter.

Kothari (2011:97) defined research methodology as a way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. In it we study the various steps that are generally adopted by a researcher in studying his research problem along with the logic behind them.

#### **3.2 Pragmatism research philosophy**

Research philosophy according to Bajpai (2011) is about how the source, nature and development of knowledge are dealt with. Further, Bajpai (2011) explained that a research philosophy is just a belief in which a researcher has about the ways in which data about a phenomenon should be collected, analyzed and used. The philosophical view that underpins this study is pragmatism because it informs the mixed research method approach for this study. It provides an opportunity to use both quantitative and qualitative methods approach when conducting research. Pragmatism is holistic, problem specific and uses pluralistic approaches to get knowledge concerning the problem (Creswell, 2014).

#### **3.3 Research Design**

Sibwela (2017) described research design as a structural framework within which the study is to be implemented. For this study, it was necessary to use a mixed method approach because by using quantitative or qualitative method as stand-alone approach, it was inadequate to best understand the research problem and triangulation of research methods provided the best understanding. The study used the convergent parallel mixed method strategy. Convergent parallel mixed methods strategy provided for converging quantitative and qualitative data in order to provide for a comprehensive analysis of the research problem. In this design, the Researcher collects both forms of data at the same time and then integrates the information in the interpretation of the overall results (Creswell, 2014).

### **3.4 Target Population**

According to the Human Resource (HR) records at NHA Lusaka head office on which the study was based, the total target population was 75 employees broken down into 35 permanent and pensionable employees and 40 contractual employees.

#### **3.4.1 Sampling Techniques**

Cooper and Schindler (2014) have described sampling techniques as the methods that considers how a sample can be selected. According to Sekaran and Bougie (2015), sampling techniques include the probability and the non-probability techniques. They further distinguished probability sampling techniques where a sample is chosen based on known probabilities and were given equal chances in order to avoid biasness. For probability sampling many different techniques are available for the researcher that comprised simple random, stratified random, cluster random and systematic random sampling technique. Non-probability sampling techniques on the other hand involve choosing a sample not based on random sampling methods and include convenience, judgmental, quota and snowball sampling technique. Another technique available for data collection is a census which is an attempt to gather information about every member of some group, called the population (Creswell 2014).

In this study, the census approach was used due to the relatively manageable number of employees at NHA of 75 and doing a sample would have reduced the population to a minimal number. Also, the census approach was idea since the researcher had also conducted a pilot study where 15 questionnaires were administered. Furthermore, the census approach was cost effective and was deemed suitable as employees at NHA were alternating when reporting to the office due to covid-19 pandemic.

#### **3.4.2 Selection of Key Informants**

Four (4) key informants were selected based on their knowledge about the topic. Key informants are people that have a detailed understanding about the operations of the organisations particularly those in the human resource department and policy makers. The key informants were selected using purposive sampling method. For this study, key informants comprised Two (02) directors from the human resource department and housing/estate department, One middle manager and One senior government official from the ministry of Local Government and Housing. To preserve the originality of the interview and

avoid information distortion, the discussions were recorded. The interview guide was used while interviewing the key informants.

### **3.5 Data Collection Instruments**

Data was collected using a structured interview schedule and questionnaire specifically designed for this study. The reasons why the instruments were chosen and outlined below.

#### **3.5.1 The Questionnaire**

In this study, questionnaires were administered by the researcher to gather specific information from 75 respondents who happens to be employees of NHA. The study used a questionnaire that had a combination of both the qualitative and the quantitative designs based on the convergent mixed method strategy. The qualitative design involved obtaining in-depth responses to in-depth questions while quantitative design was used to solicit information on closed ended questions.

The questionnaire was designed by the researcher according to the set objectives. It had six sections. Section A focused on biodata of respondents, section B focused on the length of service, section C focused on monetary motivation factors, section D focused on non-monetary financial factors, while section E focused on organizational culture, and section F considered the effect of motivation on performance. The main aim was to accurately get the data that could answer the research questions.

#### **3.5.2 Personal Interviews: (Interviews with Key Informants)**

Personal interviews were conducted with the key informants from NHA and senior government official from the relevant ministry in order to get a detailed perspective on certain key areas that required follow-up questions. Interviews with the respondents were recorded in order to avoid distortion and preserve the originality of the conversation. These informants were interviewed with structured interviews. Babbie (2007, p. 186) describes key informant as follows a person who is well versed in the social phenomenon that you wish to study and who is willing to tell you what he or she knows about it”.

The interviews were standardized semi-structured open-ended interviews. Standardized in the sense that it made it possible for the researcher to arrange and organized data into important sub themes. According to Hambulo (2016), the approach enables the researcher the much-needed flexibility to explore more areas in depth and also allow further questions to emerge in the course of the discussions with the research participants.

#### **3.5.3 Document Review**

The study considered existing records for the staff regarding the tenure of contracts and how often employees' contracts were renewed when they expired. Documents reviews were also a rich resource as literature for the study. The document enabled the researcher to do validity checks and triangulation.

### **3.6 Data Analysis**

Data analysis involved organizing the raw data in order to make sense out of it. Raw data on its own may not bring out the lessons and outcomes unless it is organized. This study used both qualitative and quantitative data. The quantitative data collected was first checked, cleaned and finally coded. After the quantitative data was coded properly, it was entered into a software called Statistical Package for Social Sciences (SPSS) version 21.0 so that the data can be easily analyzed and come up with descriptive statistics. Some data were later analyzed with the use of Micro Soft Excel to come up with graphs and figures. The data was also made into tables so that various graphical presentations were made. Once the statistics were used to make tables, graphs and figures, they allowed objectivity with regard to interpretation, valid conclusion and recommendations. The information collected from Key Informants using an in-depth interview was analyzed qualitatively based on the themes and contents. Content or thematic analysis was deemed appropriate because it enabled the researcher to group similar items or themes together from many voluminous words.

### **3.7 Pilot Study**

The pilot study ensured that the research instruments were measuring what was intended to measure in order to ensure validity. For this study, the pilot study was conducted at NHA and fifteen (15) questionnaires were distributed and a simple random sampling was used. The researcher was able to get feedback when collecting the questionnaires and the gaps, in terms of instrument validity identified were corrected. For example, some open-ended questions such as “how long is your contract and what Job security meant to employees” were included and defined as they were missing in the initial questionnaire developed.

#### **3.7.1 Pilot Study Data**

The pilot study was done at NHA head office with fifteen (15) questionnaires administered. A questionnaire comprising both closed questions (quantitative) and open ended (qualitative) questions was used to collect data with regards to a mixed research method approach that underpins the study. Data was collected from Seven (7) pensionable and permanent employees and five (5) contractual employees representing 80% response rate while three questionnaires were not fully completed and could not be

accepted. The respondents were selected using simple random sampling. The staff register from human resource department was used as the sampling frame to select both the pensionable and contractual employees.

### **3.7.2 Pilot Study Data Analysis**

Data analysis involved organizing the raw data in order to be able to understand the final results. This study used both qualitative and quantitative data. The quantitative data collected was first checked, cleaned and finally analyzed. The purpose was to come up with descriptive statistics. Some statistics were later manipulated with the use of Micro Soft Excel to come up with graphs and figures of the researcher' choice. The statistics was also made into tables so that various graphical presentations were made. Once the statistics were used to make tables, graphs and figures, they allowed objectivity with regard to interpretation, valid conclusion and recommendations. The information collected from Key Informants using an in-depth interview were analyzed qualitatively based on the themes and contents. Content or thematic analysis is good because it grouped similar items or themes together from many voluminous words.

### **3.7.3 Pilot Study Conclusion**

Preliminary conclusions drawn to answer the research questions revealed the following ranked order of motivating factors that have an effect on employee performance. The ranked order of motivating factors was: (i) Job security, (ii) Salary, (iii) Career progression (iv) Appreciation for work done. Furthermore, 92% of employees said motivation affected their performance levels. With regards to organizational culture, the pilot study showed that organization culture had less effect on employee motivation even though 80% of employees said the organizational culture at NHA was good and conducive.

## **3.8 Validity and Reliability of the study instruments**

The purpose of this research was to come up with results that were not subjected to biases and errors. Results that have bias and errors means they have failed to answer the questions of the research and therefore, the results can be questionable. In order to come up with results that are not questionable, the researcher had to put measures in place to safeguard the results. Although bias and errors are completely difficult to measure in a research, the researcher tried to reduce them to an acceptable level. Stoep et al., (2009) defined reliability as the extent to which a measure yields the same scores across different times, groups of people, or versions of the instrument, in short it's about consistency, and on the other hand a

measure shows validity if it actually measures what it claims (or is intended) to measure or it is about truthfulness.

Therefore, the researcher considered the aspect of reliability and validity in the study. Time was considered to design the questions for the questionnaire and interview. The researcher tried to be clear in order to avoid ambiguity; observed standardization in interviews and questionnaire. The questionnaires were left with the respondents and later collected after going through in order to correct the mistakes. The interviews were done according to the time proposed by the interviewees. For the questionnaire, the researcher took time to test it before the final data collection.

Validation was also taken care of by the researcher. The researcher was involved most of the time in collecting the data with the help of the human resource officer at NHA making sure that everything was done in order. The use of two instruments facilitated content validation and triangulation because the research covered adequately the important information needed in the study by lobbying for information from all the respondents selected purposively.

### **3.9 Ethical Consideration**

While collecting the data and disseminating the findings, the researcher was sensitive to research ethics and its values. The researcher obtained an introductory form from the office of the director, Graduate School of Business to collect data and the letter was submitted to the administrative authority of National Housing Authority (NHA) who willingly granted the researcher permission.

Some procedures such as introductory meetings with senior leadership at NHA were conducted and followed before the researcher was allowed to conduct research activity. All the relevant letters and documents permitting the researcher are behind this work in the appendices.

The researcher ensured the freedom of participants by adhering to the principle of informed consent. This principle required the researcher to ensure that participants are aware of the purpose of the study so as to get their consent and participate freely. The statement of the research purpose, description of any potential risks or discomforts, description of potential benefits and the confidentiality were assured to the respondents. The participants were not required to write their names on the questionnaire.

### **3.10 Limitations/challenges**

The study was limited to NHA head offices in Lusaka and not any other branches in different provinces as most of them were not fully operational. Furthermore, data collection at some point was challenging

and the processed was slow as employees were told to alternate to come to work. This had an effect on the rate of participation by employees due to covid-19 pandemic as personal contact was limited and discouraged.

### **3.11 Chapter Summary**

This chapter covered the research design and methodology, population of study, sample size, instrumentation, data analysis procedures and consideration on ethical issues. The research tools such as questionnaire, interviews, observations, documentary reviews were used to collect information from the field. The descriptive research design was adopted. In the next chapter, the researcher will analyze and present the findings from the data collected.

**CHAPTER FOUR**  
**RESULT PRESENTATION AND ANALYSIS**

**4.0 Introduction**

This chapter presents the findings of the study, which are in tables, pie charts and graphs. The study was guided by three objectives: to determine the factors that affect employee motivation at NHA, to establish if organizational culture influences employee performance at NHA and to assess the effect that motivation has on the performance of employees at NHA.

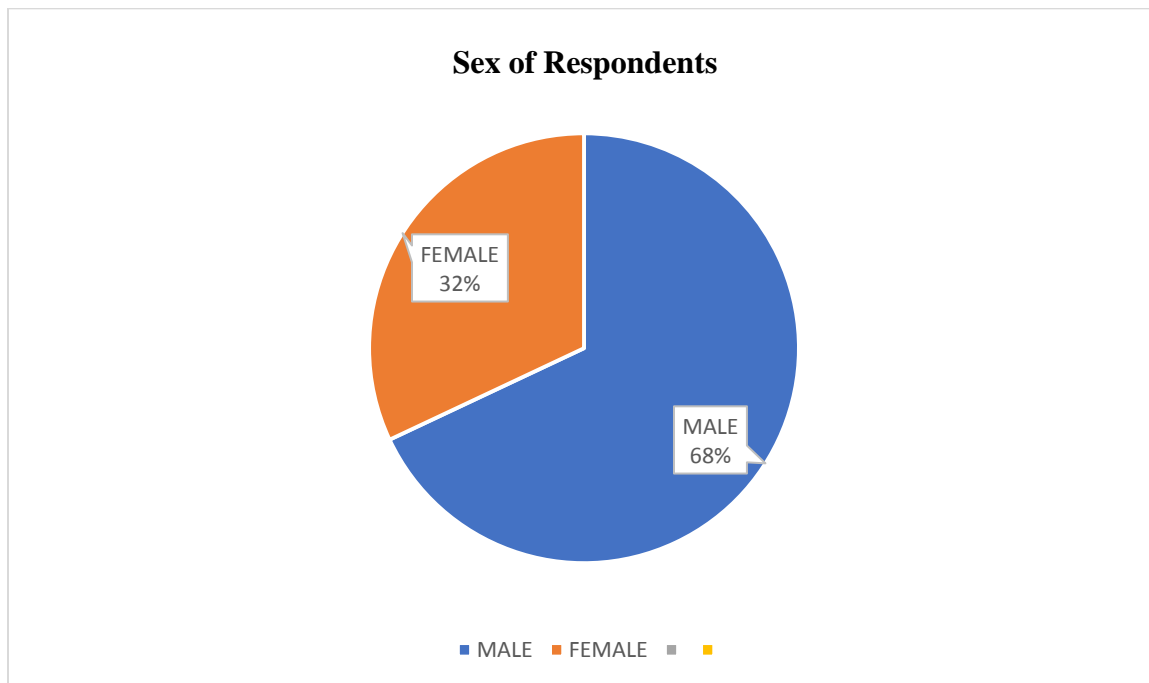
This chapter is divided into two sections. The first section begins by giving background information of the respondents while the second part is a presentation of the research findings in relation to the three research objectives of the study. A total of Seventy-Five (75) questionnaires were distributed. Sixty (60) completed questionnaires were returned which represented eighty percent (80%) participation.

**4.1 Demographic Characteristics of Respondents**

The demographic characteristics of respondents included their gender, age, education level and marital status.

**4.1.1 Gender**

The respondents were asked to state their gender. The following were the results.



**Figure: 4.1.1 Gender distribution**



### 4.1.2 Age

The respondents were asked to state their ages. The following results represent age distribution of the respondents as tabulated in the table below.

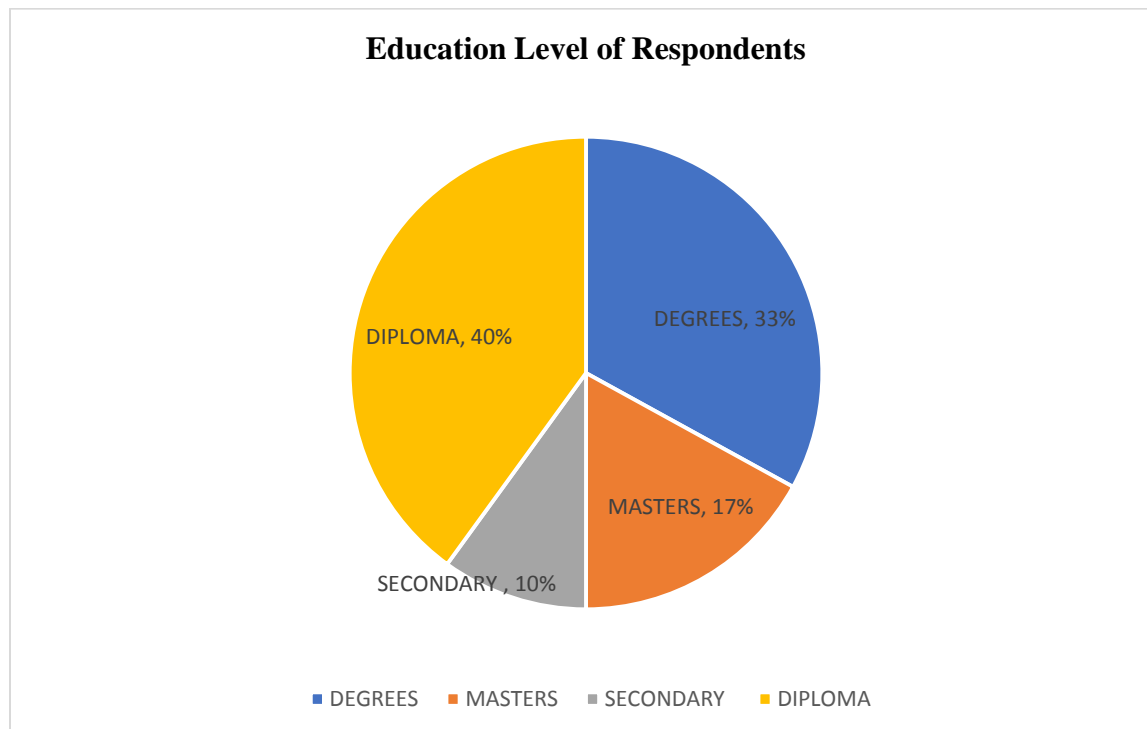
Age group (Years)	Males	Females	Total	Percent
20-35	10	4	14	(23%)
36-50	18	6	24	(40%)
51-60	11	4	15	(25%)
61-70	5	2	7	(12%)
<b>Total</b>	<b>44</b>	<b>16</b>	<b>60</b>	<b>100</b>

**Table 4.1.2 Age distribution of the Respondents**

From the above table, 14 participants were in the age group of 20-35 years representing 23%; while 24 were in the age group of 36-50 years representing 40%, 15 participants were in the age group of 51-60 years representing 25% meanwhile 7 were in the age group of 61- 70 years representing 12%.

### 4.1.3 Level of Educational

The level of education was measured according to the Zambia education system. The respondents had to indicate their highest level of education. Below is the distribution.

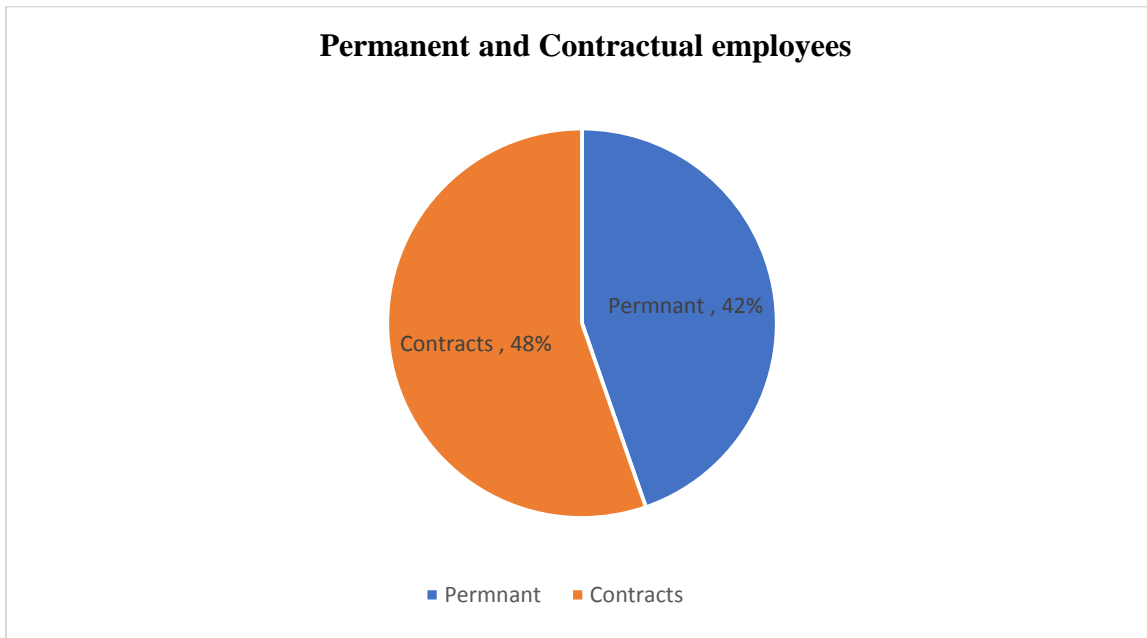


**Figure: 4.1.3 Level of education**

From figure above, 10% of the respondents interviewed had finished secondary school level while 33% of the respondents were degree holders, 17% of the respondents were master's holders while 40% of the respondents interviewed were diploma holders.

#### 4.1.4 Permanent and Contractual employees at NHA

In order to ascertain the number of workers on permanent and contractual basis, the respondents were asked to state weather they were employed on permanent or contractual basis.

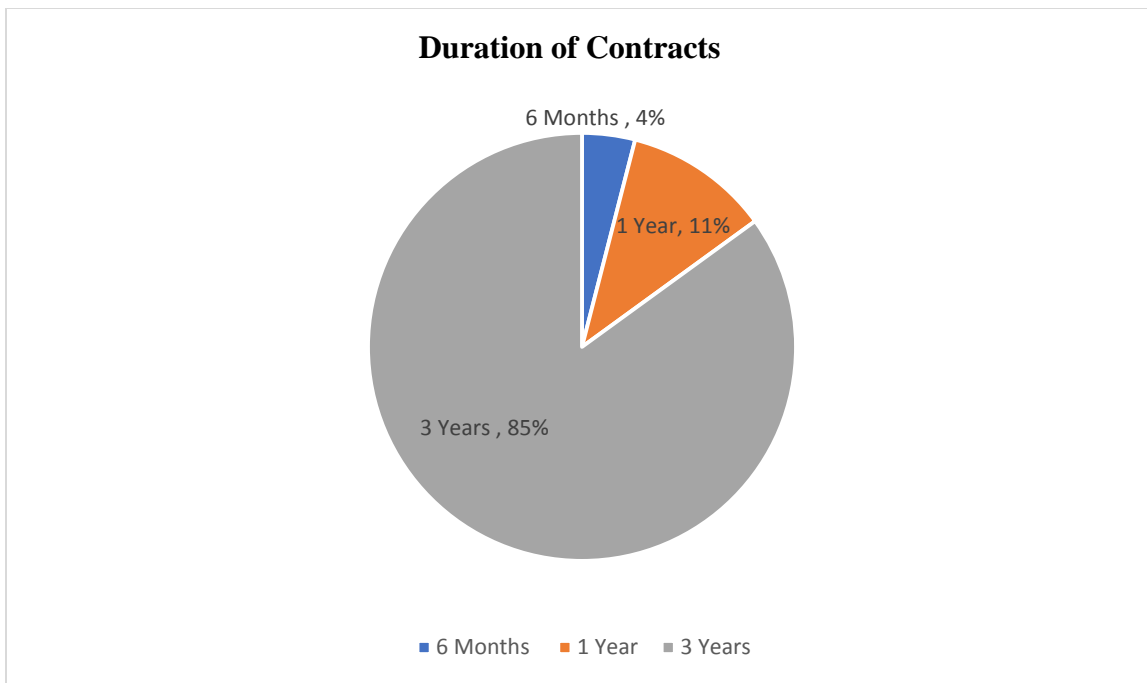


**Figure: 4.1.4. Permanent and contractual employees**

From the respondents interviewed 42% said they were on permanent while 48% of the respondents interviewed said that they were on contracts.

#### 4.1.5 Duration of Contracts

The respondents who indicated that they were on contract were asked to indicate the number of months or years of their contracts.

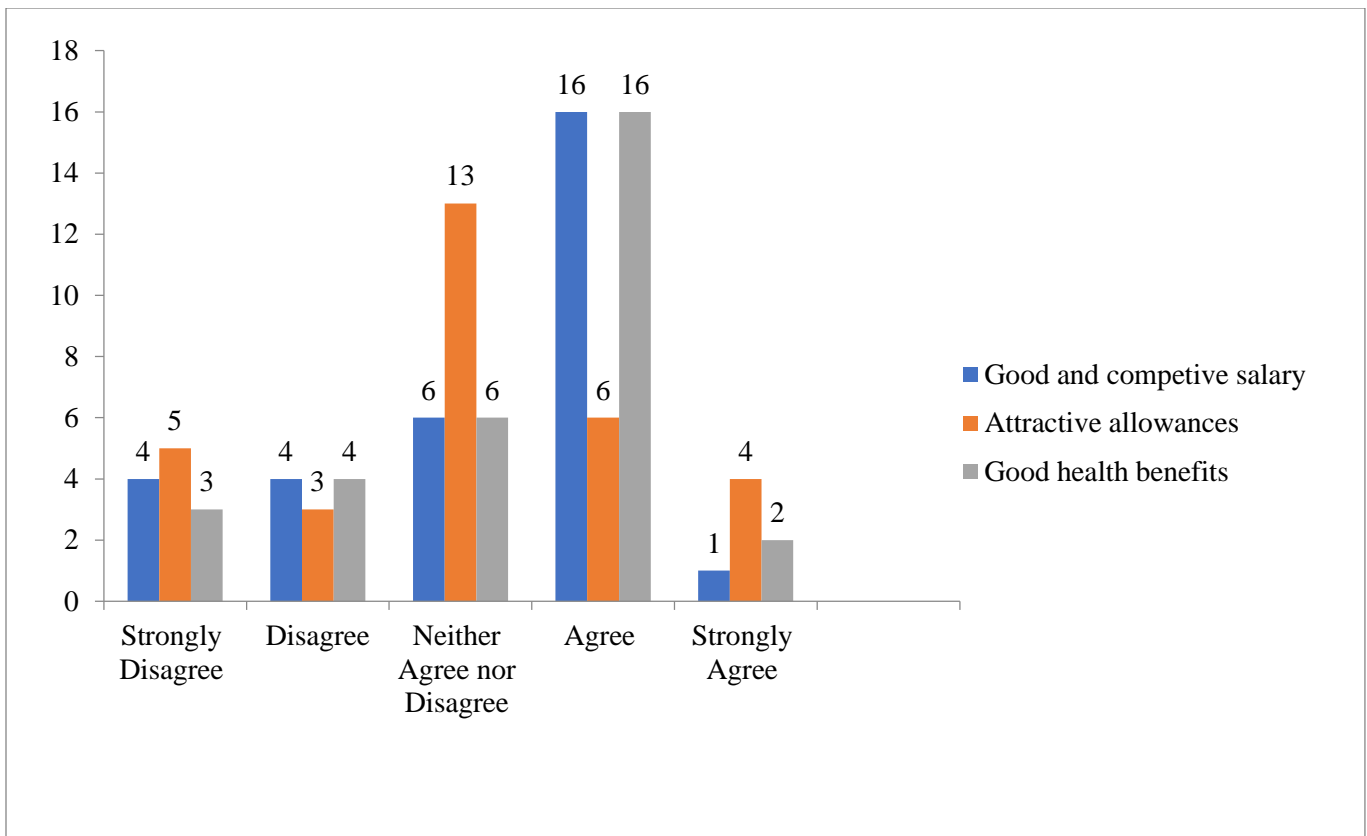


**Figure: 4.1.5 Duration of contracts**

From the above figure, 4% of the participants said they were on 6 months contract, 11% said they were on a one (1) year contract while 85% of the respondents said they were on a three (3) year contracts.

**4.2 Financial Factors affecting Employee Motivation at NHA.**

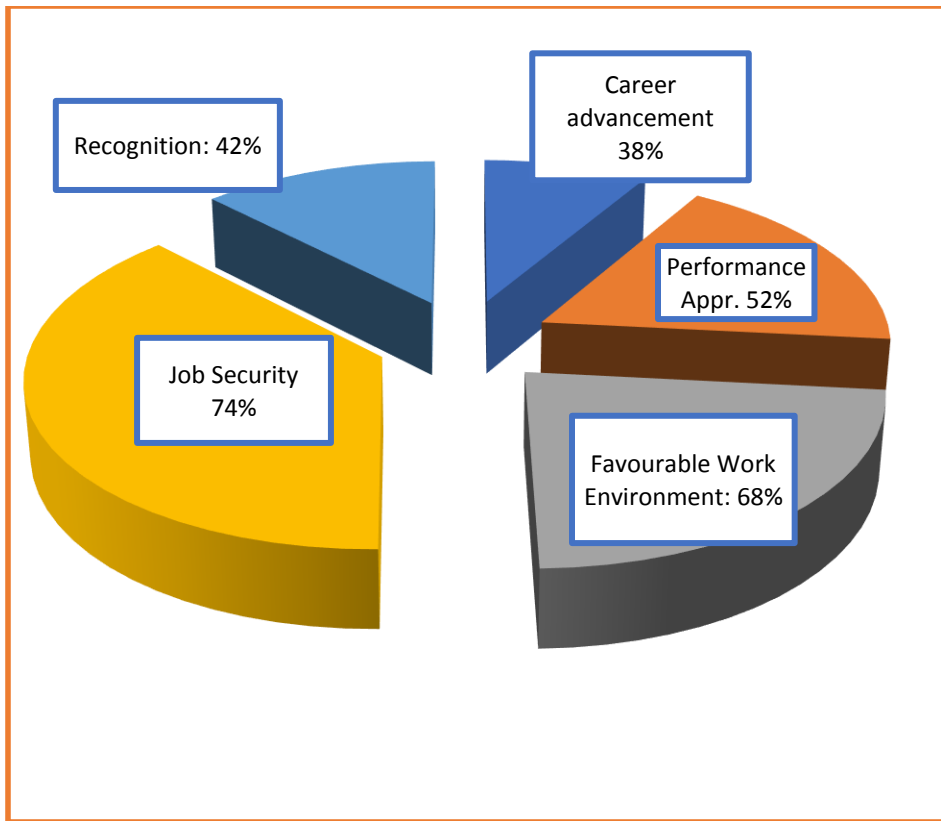
In order to ascertain the financial factors that motivates employees at NHA, employees were asked whether; 1) competitive salary, 2) attractive allowances and bonuses and 3) good health benefits and incentives motivated them. The research reviewed that thirty-three (33) employees from a total of Sixty (60) representing 55% of employee sampled agreed that a good and competitive salary motivate them to work extra hard. Nineteen (19) out of Sixty (60) representing 32% of employee sampled agreed that ‘attractive allowances and bonuses’ motivate them while twenty five (25) employees out of sixty (60) representing 42%, neither agreed nor disagreed that attractive allowances and bonuses was a source of motivation. A total of thirty-five (35) representing (58%) employees agreed that good health benefits motivate them.



**Figure: 4.2. Financial Factors of Motivation**

### **4.3 Non- Financial Factors of Motivation affecting Employees at NHA.**

Non-financial factors or non-monetary factors are incentives or conditions of service in a workplace that do not directly involve payment of cash or money. In order to ascertain what the non-financial factors that motivate employees at NHA where, employees were asked to state whether the following factors had effects on their motivation levels; (i) Favourable work environment, (ii) Job security, (iii) Career advancement, (iv) Effective performance appraisal system and recognition. The figure below summaries the results of those who agreed that non -financial factors affects them.

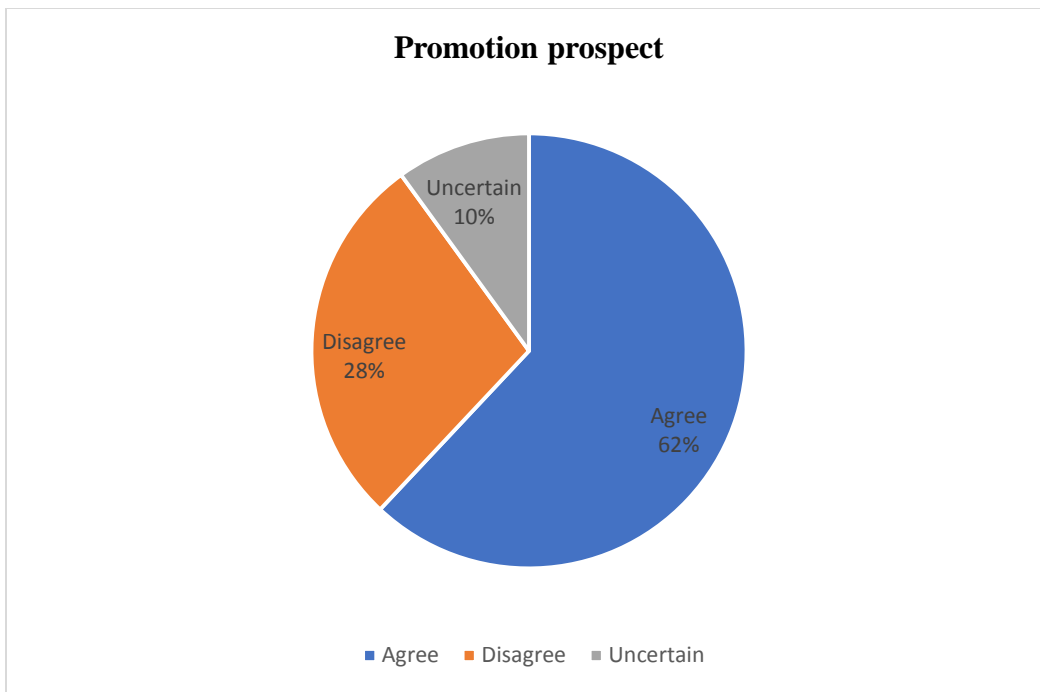


**Figure: 4.3 Non-Financial factors of motivation (Percentages of those who agreed)**

From the figure above, 44 respondents representing 74% said they were motivated by job security, 41 participants representing 68% were motivated by favourable work environment while 31 participants representing 52% said were motivated by effective performance appraisal. Furthermore, 25 participants representing 42% said they were motivated by recognition for a job well done while 23 participants representing 38% said they were motivated by career advancement.

#### **4.3.1 Promotion prospects as a motivation factor**

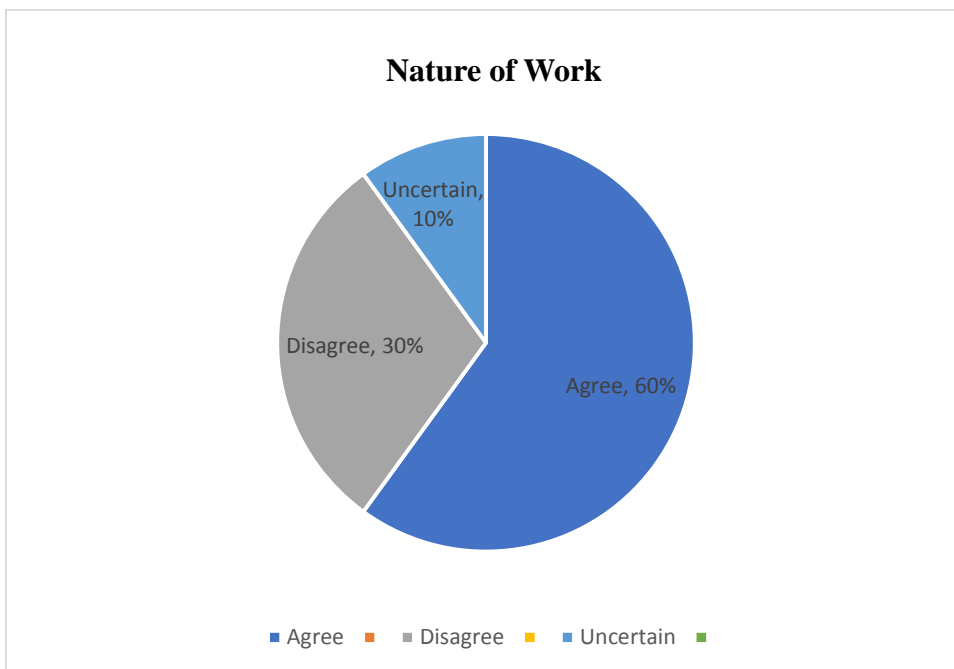
Furthermore, employees were asked to state how 'frequent promotion prospects affected their motivation levels and 62% of the respondents agreed that promotion prospects at National Housing Authority (NHA) motivates them, 28% disagreed, while 10% were uncertain.



**Figure: 4.3.1. Promotion prospects as a motivation factor**

### 4.3.2 Nature of Work

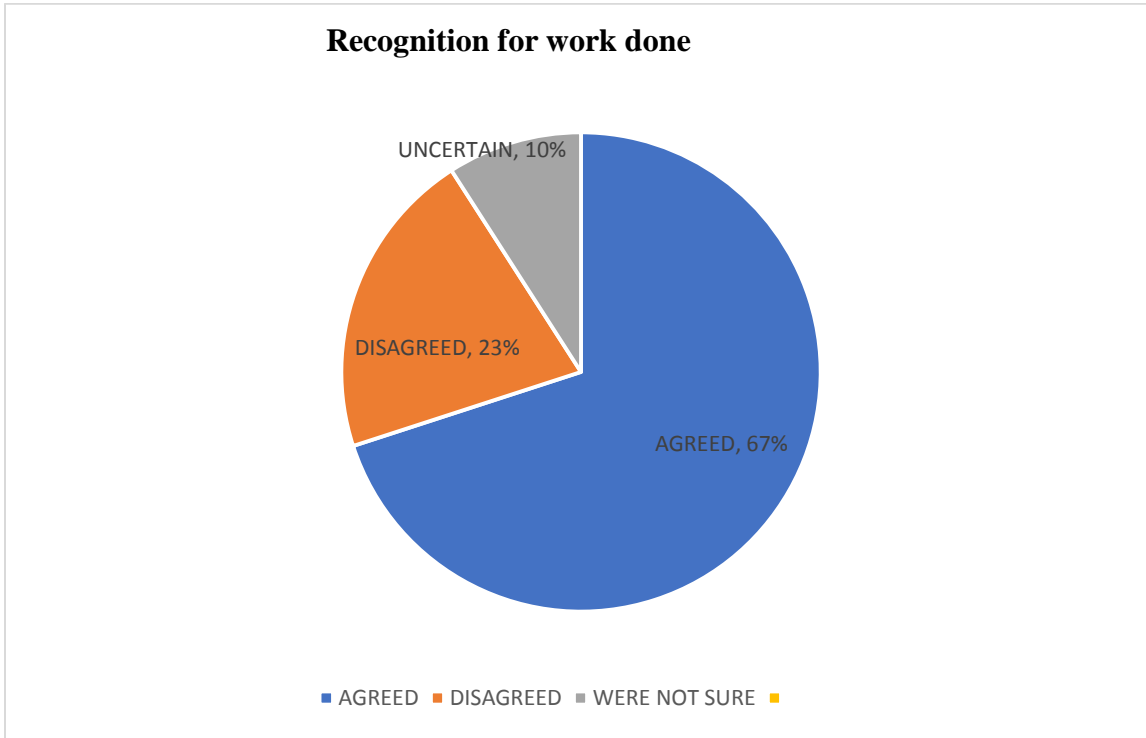
From the respondents interviewed, 60% of the respondents agreed that nature of work motivates them, 30% disagreed while 10% were uncertain.



**Figure: 4.3.2. Nature of work**

### 4.3.3 Recognition for work done

From the respondents interviewed, 67% were motivated when their work was appreciated and recognized while 23% disagree that they were not motivated merely by appreciating their work with 10% uncertain of what motivates them.

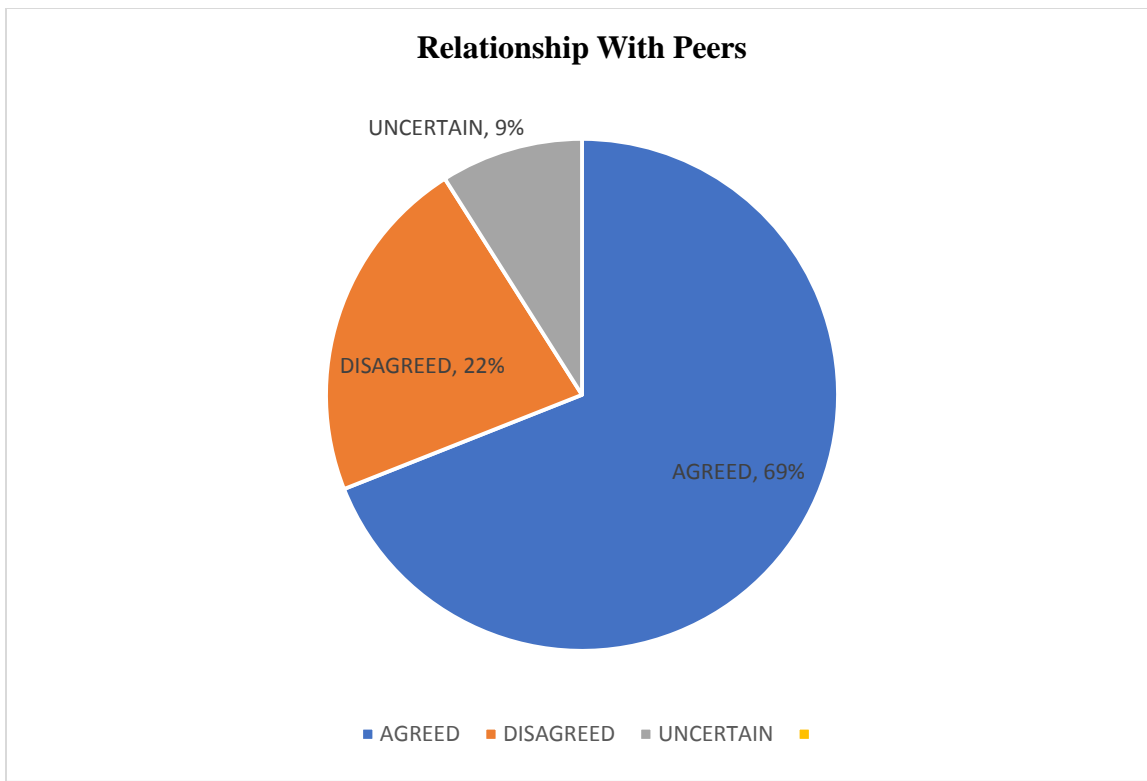


**Figure 4.3.3 Recognition for work done**

From the respondents interviewed 67% were motivated when their work was appreciated, 23% disagree that they were not motivated merely by appreciating their work with 10% unsure of what motivates them.

### 4.3.4 Relationship with peers

With regards to relationship with peers, 69% of the respondents agreed that they related well with their peers which serves as motivation to them while 22% of the respondents disagreed with the statement that they don't relate well with their peers to motivate them and 9% were uncertain.



**Figure 4.3.4 Relationship with peers**

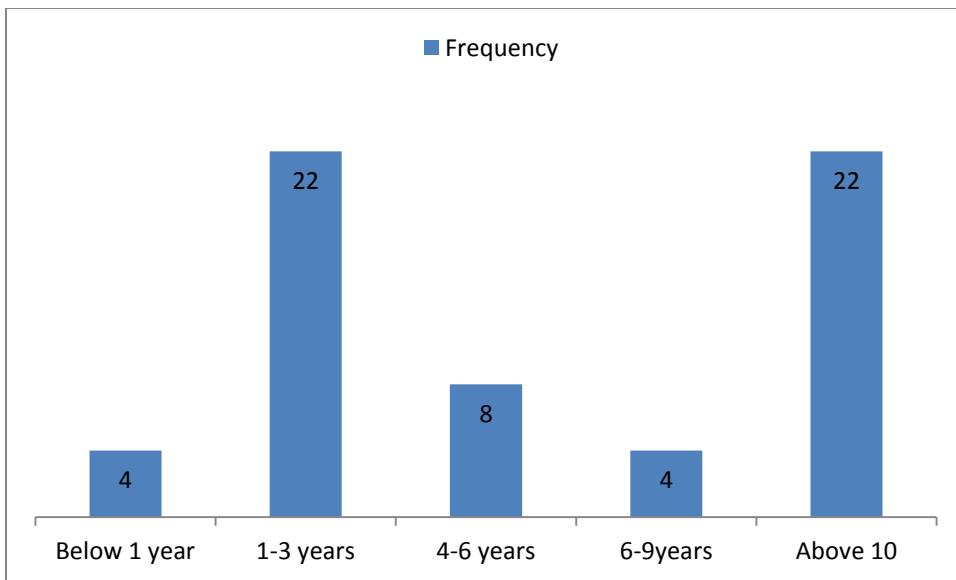
#### **4.4 Level of staff turn-over**

The researcher wanted also to establish the level of staff turn-over and frequent promotion prospects and their effect on staff motivation and employee performance. Employees were asked in the questionnaire to respond to the following questions:

- 1) How long have you worked in this organization?
- 2) Do frequent promotion prospects motivate you to work for this organization longer?

The research results reviewed that majority of employees have worked for NHA for the period of three (3) years and ten (10) years. Those who have worked for more than 10 years are employees of permanent and pensionable while those on contracts, majority have only worked for up to 3 years.





**Figure: 4.4 Duration worked for NHA**

Furthermore, the research found that the percentage salary increments given to employees on a yearly basis were very minimal (the actual percentage could not be shared with the researcher due to ethical issues). The reason for this minimal increase was due to limited resources generated by the company hence affording only a small salary increment.

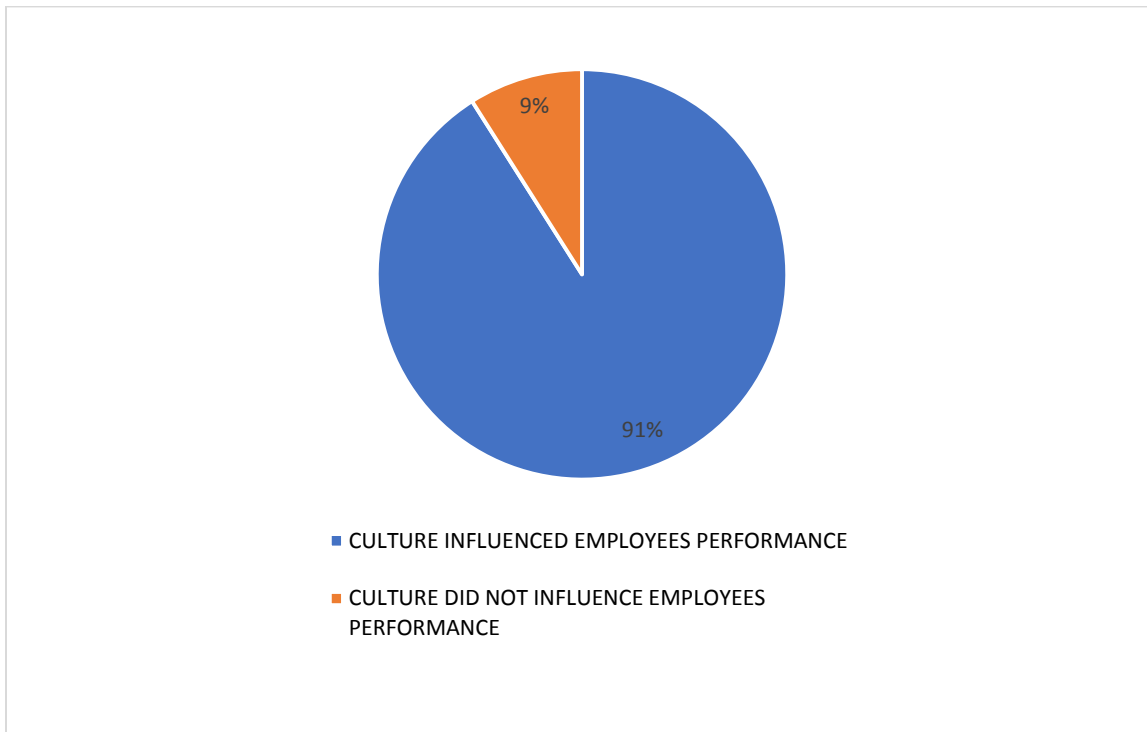
#### **4.5 Work stoppages and boycotts**

Strike action by employees results in less productivity, which in turn means less profitability. With reported work stoppages and boycotts by employees at NHA, the researcher wanted also to have an understanding whether the frequency of work stoppages and boycotts by employees at NHA are signs of low levels of motivation. Work stoppages, boycotts and labour strikes from employees can signal that the employee is not happy with the conditions of service offered (Habib, 2010). Employee's levels of motivation have a direct relationship with what effort they put into their jobs. The interview with key informatics reviewed that employees went on labour strikes when they perceived that management were unfair with handling contract renewals, delays in paying salaries and lack of clear communication between management and employees.

#### **4.6 Organizational Culture and its Influence on Employee Performance at NHA**

From the respondents interviewed, 91% said culture has an influence on their performance. This was also confirmed through the key informatics interview who expressed gratitude that employees at NHA

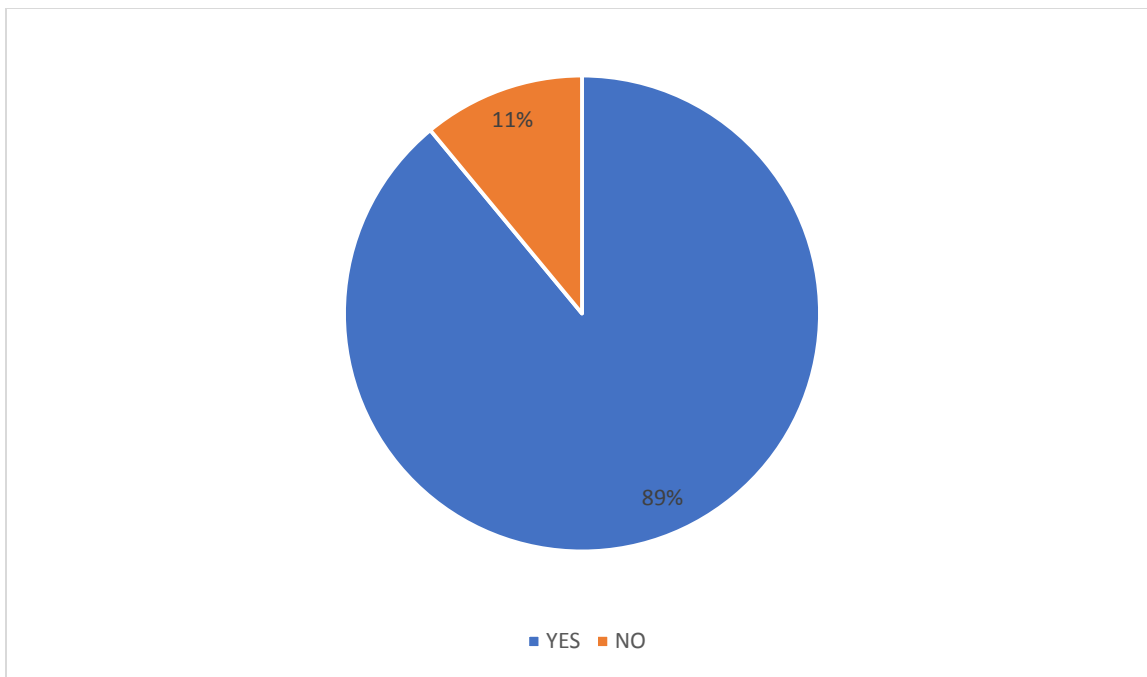
understands the organization's culture such as respect for one another employees' personal values were in line with the organizational values



**Figure 4.6 Cultural Influence on Employees Performance**

#### **4.7 Effect of motivation on employee performance**

The respondents were asked if motivation had any effect on their performance. From the participants interviewed, 89% of the respondents interviewed agreed that motivation affected their performance while 11% of the respondents interviewed said motivation didn't affect them.



**Figure 4.7: Effect of motivation on employee performance**

#### **4.8 Summary**

From the discussion of the quantitative and qualitative analysis above, it can be concluded that, factors such as; Job security, good work environment, complete salary, effective performance appraisal, employee training opportunities, opportunity for advancement, appreciation for work done, promotions, and good relations with peers leads are key determinant factors of motivation for employees at NHA. At the same time, performance determinants such as one's qualification, experience, working environment, compensation package, job security do influence employees' performance. Therefore, there is a relationship between motivation and performance, and motivation does have an effect on employees' performance at NHA. The next chapter will focus on the recommendations and conclusion of the research.

## CHAPTER FIVE

### DISCUSSION OF FINDINGS

#### 5.1 Introduction

The previous chapter presented the findings of the study in relation to the research objectives. This chapter will focus on discussing the findings arranged under the sub-heading of the corresponding research questions. The general discussion of the findings is based on the respondents' answers to the research questions.

#### 5.2 What are the factors affecting employee motivation at NHA?

The study found that there are various factors both financial and non-financial factors affecting employee motivation at NHA with non-financial factors ranking high. Under non-financial factors, majority of employees (74%) said they were motivated by job security, 68% were motivated by favourable work environment, 58% were motivated by good health benefits while 55% said they were motivated by a good and competitive salary. Job security was defined to employees in the questionnaire as a state where an employer does not terminate employment without following clearly documented procedures.

The above findings reinforce Frederick Herzberg (1968) doctrine that money is not a motivational factor in the long term. Increased wages could produce more commitment to production, but their effect was declared to be short-lived, but commitment and involvement were to come from other factors such as job security. This implies that other non-monetary incentives schemes should be given to workers to have the necessary effect towards employee performance. According to the press release by the Jesuit Centre for Theological Reflection (JCTR) for December 2020, an employee with a good salary will be able to feed and take good care of his family and afford other basic needs (JCTR 2020). Furthermore JCTR (2020) reported that Lusaka Basic Needs Basket (BNB) for an average family of five (5) in November 2020 stood at **ZMW 7,126**. The research reviewed that majority of employees at NHA have their gross salaries before taxes in the range of **K6, 001 to K8, 000**. When taxes such as PAYE are deducted, the salaries for majority of employees fall below the food basket. Table 5.1.1 below shows the salary ranges for employees at NHA.

<b>Salary range (K)</b>	<b>Frequency</b>	<b>Percentage</b>
Below 6,000	18	30%
6,001 – 8,000	27	45%
8,001 – 10,000	11	18%
10,001 – 12,000	1	1 %

Above 12,001	3	6%
<b>Total</b>	<b>60</b>	<b>100%</b>

**Table 5.2: Salary ranges for employees**

The research revealed that salaries for most employees (75%) at NHA are below the average food basket. This means that majority of NHA employed families struggle to afford three decent meals in a day. This is because every human being has financial needs to meet and will need money to pay various bills such as medical bills. Financial rewards such as salary, bonuses and health benefits are instrumental in fulfilling the basic necessities of life.

Furthermore, the national wide survey undertaken by the Consumer Unity and Trust Society (CUTS, 2019) showed that 83% of Zambians said that the price of the staple food mealie-meal is too high with 42% saying that they can no longer afford to buy the nation’s staple food which is consumed by more than 60% of Zambians. The Civil Society for Poverty Reduction (CSPR, 2020) reports that 43%, of the total labour force in Zambia is unemployed while majority are in the informal sector earning below the Basic Needs Basket. This means that, few people are in employment to have a constant monthly income to feed their families. The demographic and health survey conducted in 2015 on housing characteristics and household population showed that an average family in Zambia is composed of five (5) persons (Demographic and Health Survey, 2015). With other cultural demands to help external family members, a good salary can contribute towards motivating an employee to work extra hard so as to earn a decent income and be able to meet the various financial needs of the family. This is compounded by employees not getting paid constantly which may divide their attention and commitment towards work in order to find money to feed their families.

This means that non-financial factors such as job security, favourable work environment, should be revealed and improved upon by management as they were considered the major motivating factor in relation to also providing good competitive salaries that will enable employees to meet the basic needs such as healthy, food, shelter (physiological) which is one of Maslow’s Hierarchy of Needs and should be satisfied first before moving on to the other needs. Non-monetary conditions of services have the potential to motivate employees to work extra hard in a workplace. For example, a better and conducive work environment such as a well ventilated and furnished office will lead to employee commitment towards their work. A good work environment is a type of environment where an employee feels that his/her views will be respected and where adequate tools are provided to an employee to carry out his/her assignment and with support from his/her supervisor.

Herzberg cited in Adair (2004, pp.66-67) stated that ‘the physical conditions in which you work can create job dissatisfaction’. This research has also revealed that a good working environment is key to employee motivation.

Furthermore, an employee who is assured of job security, effective performance appraisal, and good training and skills development opportunities will be more motivated to succeed in his or her assignment. With the continuous rising of unemployment rate in Zambia which has been compounded by Covid-19 pandemic, this reinforces the result why employees at NHA said they were most motivated by Job security because jobs are becoming scarce. This is because an employee who has a secure job will be able to concentrate on his/her job and to put in the best to achieve greater results. Furthermore, an employee with a secure job will be able to plan ahead with financial obligations. For example, an employee can get a loan from the bank to build a house and repay back the loan in five years’ time. This will motivate the employee to work extra hard to maintain the job for a long period of time and repay back the loan. While job security was ranked top as a motivation factor by employees at NHA, the researcher could not further establish whether the company was doing to address this matter due to ethical issues expressed by management to ask such questions.

In terms of ‘opportunities for employee training and skills development’ (career advancement), the research revealed that only 38% of employees at NHA were motivated by training and skills development. Employee training and skills development can have a positive or negative effect on employee motivation. An employee who undertakes various training and skills development opportunities will be highly motivated to work extra hard in anticipation of future promotions, recognitions and financial benefits. At the same time, lack of training can affect motivation and performance of employees due to challenges that an employee faces in completing their tasks.

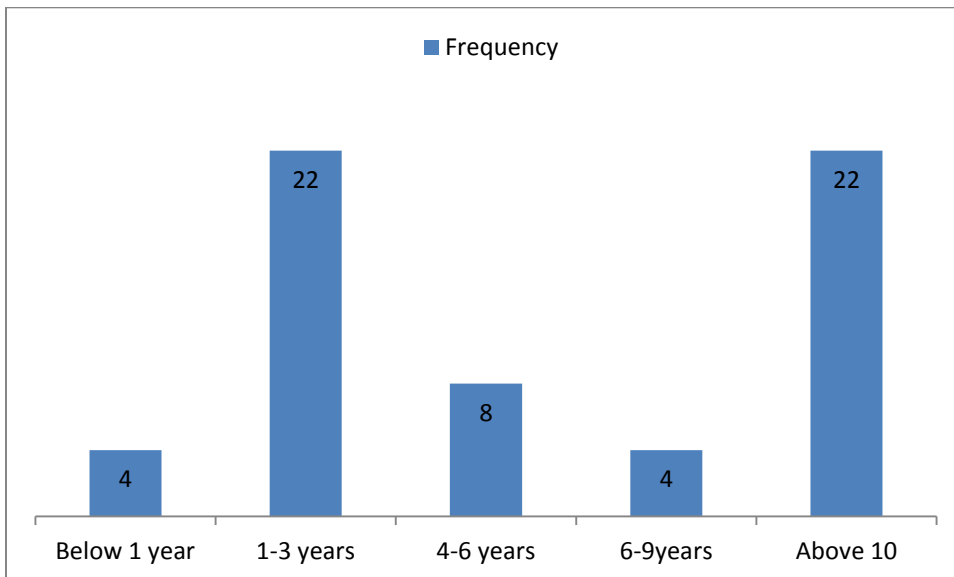
### **5.3 Staff turn-over**

The researcher wanted also to establish the level of staff turn-over and frequent promotion prospects and their effect on staff motivation and employee performance. Employees were asked in the questionnaire to respond to the following questions:

- 1) How long have you worked in this organization?
- 2) Do frequent promotion prospects motivate you to work for this organization longer?

The research found that only four (4) out of sixty representing 6% of employees had worked for NHA for more than six years with the majority having worked for 3 years and more than 10 years representing 55%. This implies that majority of employees who are on contract for 3 years don’t have their contracts

renewed while majority of employees on permanent have worked for more than 10 years as illustrated in figure 5.1.2 below. This further explains why majority of the employees consider job security as one of the major motivation factors at NHA. As stated earlier on in this report, majority of employee’s salaries at NHA. are below the food basket needs in a month. A total number of fifteen (15) employees left the organization between January and September 2020 for various reasons.



**Figure 5.3: Staff turn over**

Furthermore, the research found that the percentage salary increments given to employees on a yearly basis were very minimal (the actual percentage could not be shared with the researcher due to ethical issues). The reason for this minimal increase was due to limited resources generated by the company hence affording only a small salary increment.

The pilot study conducted by the researcher in November 2020 revealed that over 40% of employees had left the company (NHA) since March 2018 with no clear reasons been given. This rate is too high and could point to the fact that employees were not motivated to work for NHA.

In terms of promotions, 42% of the respondents agreed that promotions at NHA motivates them, 35% were uncertain whilst 21% disagreed. As for work recognition, 67 agreed that they were motivated each time their work was recognized. This therefore means that management at NHA should take keen interest in recognizing good work done by employees. This is because, if an employee knows that his/her work will be recognized, he or she will be motivated to work extra hard. This is also in line with Vroom (1969) expectancy theory which states that, “ an employee will be motivated to exert a high level of effort when

he/she believes that effort will lead to a good performance appraisal, followed by organization rewards such as promotion which later satisfy personal goals”.

With fifteen employees leaving the company between January and September 2020, the company was on average losing two employees every month which is an indicator that job security and other motivation factors are lacking. The study therefore concluded that employee turn-over is one of the major indicators that employees were not motivated to work for NHA for a longer period of time based on the factors reported earlier in this report.

The respondents revealed that most of those on 6 to 12 months contracts faced a number of challenges such as high probability of not being called back once the contract ended as illustrated in figure 4.1.5.

With regards to relationship with peers, the results (figure 4.3.4) are very encouraging which shows a strong level of collaboration among workmates and this should be maintained for the good of the organization (NHA) as it helps to satisfy the social needs of the individual employees as proposed by the content theorist like Maslow, Herzberg, Alderfer and others.

#### **5.4 Work stoppages and boycotts**

With reported work stoppages and boycotts by employees at NHA, the researcher wanted also to have an understanding as to whether the frequency of work stoppages and boycotts by employees at NHA are signs of levels of motivation. Work stoppages, boycotts and labour strikes from employees may signal that the employees are not happy with the conditions of service offered. Employee’s levels of motivation have a direct relationship with what effort they put into their jobs. One of the managers interviewed agreed that there were instances when employees had gone on labour strike due to non-payment of salaries on time. The manager further said that the major reasons for paying salaries late were many which could not be discussed in detail with the researcher.

#### **5.5 Relationship with peers**

With regards to relationship with peers, 69% of the respondents agreed that they related well with their peers which serves as motivation while 22% of the respondents disagreed with the statement that they don’t relate well with their peers and 9% were uncertain. This is very encouraging and should be maintained for the good of the organization (NHA) as it helps to satisfy the social needs of the individual employees as proposed by the content theorist like Maslow, Herzberg, Alderfer and others.



## **5.6 How does organizational culture influence employee's motivation and performance at (NHA)?**

From the respondents interviewed, 91% said culture has an influence on their motivation levels and performance. This was noticed by a moderately positive relationship between organizational culture and employee performance whereby an improvement in organizational culture increases on the performance of employees. The study found that the staff at National Housing Authority (NHA) respect each other, honesty was valued at National Housing Authority (NHA) and that staff values were in line with the values of the institution.

The study also established that there was a positive significant relationship between organizational culture and employee performance at National Housing Authority (NHA) based on the responses from key informants and the majority of workers (72%). This implies that employee performance in an organization can be increased with a good organizational culture. The study findings are in line with earlier scholars who found that a positive organizational culture enhances employee and organizational performance. The study findings according to Awadh and Saad (2013) found that good organizational culture enhances organizational performance. They found that the norms and values of organizations based upon different cultures influence workforce performance. Also, Ritchie (2010) observes that organizational culture is a motivational instrument which promotes the employees to perform smoothly and ensures better productivity which is the case with NHA employees.

Organizational culture allows the employees to be acquainted with both the firm's history as well as current methods of operation and this specific detection endows the employees with guidance about expected and acceptable future organizational behaviors and norms (Hellriegel and Slocum 2009), as cited by Uddin et al (2013). In addition, Mohammad, Uddin, Huq and Saad (2013) did a study on the impact of organizational culture on employee performance and the results of this study showed positive association between strong culture and performance improvement. They concluded that organizational culture has a positive impact on the employees 'job performance which is in line with the current study.

Ferris et al (2008) agreed that the effective human resource system of an organization is based on supporting values and then these systems, in turn, create a positive impact on employee attitudes and behavior, which facilitate an organization's performance. Mercer and Bilson (1985), as cited by Mohammad et al (2013), also point out the correlation between organizational culture and employees 'performance, where employees 'performance is then translated into organizational outcomes such as customer satisfaction.

Bowen et al (2009) agrees that the role of culture is very vital in nurturing, sustaining and enhancing the performance of organizations. In addition to this, Kopelmal et al (1990) clarifies that cultural system of any organizations adds to the coordination of assignments and minimizes inefficiency hence improving on employee efforts and firms' resources. Just like in this study, Cross et al (2010) agree that individuals need a supportive organizational culture to help them reach individual objectives. Therefore, an organization is a consciously coordinated system where characteristics of individuals, groups and the organization interact with each other and effective interaction among them highly depends on organizational culture that shapes the individual performance as observed by Kozlowski and Klein (2010). The positive effect of organizational culture on employee performance in this study therefore demonstrates the need for leadership to continue promoting organization culture at NHA.

### **5.7 Effects of motivation on the employee performance**

The respondents were asked if motivation had any effect on their performance. The following were the views from the respondents. 89% of the respondents interviewed agreed while 11% of the respondents interviewed said no. There were consensus agreement between the respondents that a well motivation package have high effects on their performance which also agrees with Maslow (1946) that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance. Employees are social being with needs and they will always want to satisfy these needs, and only motivation will push them to achieve that aim in the face of obstacles. This reaffirms the definition of motivation by SHRM (2010), "the psychological forces that determine the direction of a person's level of effort, as well as a person's persistence in the face of obstacles". This implies that for NHA to get the best out from its employees, they should as matter of urgency improve motivation packages to help their performance.

Frederick Herzberg's content theory is based on a motivational study of about 200 engineers and accountants using data for analysis whereby he asked his professional subjects two questions: "when did you feel particularly good about your job- what turned you on? ; when did you feel exceptionally bad about your job- what turned you off?" (Luthans, 2011, p. 165). From the responses which were tabulated and categorized, Herzberg found factors that were associated with both job satisfaction as well as dissatisfaction. Job satisfaction was seen to be associated with recognition, achievement, responsibility, advancement and work characteristics. These factors according to (Kinicki and Fugate, 2012) were labelled by Herzberg as the motivators because they were "associated with strong effort and good

performance” (p. 151). Herzberg argued that these could make a person move from a no satisfaction state to a satisfied state.

According to Kinicki and Fugate (2012), Herzberg’s theory shows that a manager can motivate people through incorporation of the ‘motivators’ into their jobs. Herzberg’s interpretation of his theory is that individuals experience no job dissatisfaction if they have no problem with the hygiene factors. He concludes that “the opposite of job satisfaction is not job dissatisfaction, but rather no job satisfaction; and similarly, the opposite of job dissatisfaction is not job satisfaction, but no dissatisfaction”. These findings according to Robbins and Judge were an indication of an existing dual continuum. McShane and Von Glinow (2011) point out that according to Herzberg, it is the job characteristics which motivate employees while the hygiene factors only prevent dissatisfaction, (the motivators and hygiene factors taken together are the two factor theory of motivation (Luthans, 2011)

## **5.8 Summary**

From the discussion of the quantitative and qualitative analysis above, it can be concluded that, factors such as; Job security, a good work environment, good and attractive salary, effective performance appraisal , employee training opportunities, opportunity for advancement, appreciation for work done, promotions, and good relations with peers, and others motivate and leads to employees satisfaction. Again, performance determinants such as one’s qualification, experience, working environment, compensation package, job security et cetera do influence employees’ performance. Therefore, there is relationship between motivation and performance, and motivation does have effect on employees’ performance. The next chapter will discuss the recommendations and conclusion of the research.

## **CHAPTER SIX**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Introduction**

This chapter translates the study findings into conclusions and also the suggested recommendations aimed at resolving the study problem through striving to meet the set of objectives in relation to the research questions. Further, it highlights the areas for further studies as a way of extending the research work. Subsequently, it concludes with the limitations of the study.

#### **6.2 Conclusions**

It is worth noting that this study had first endeavored to understand the factors affecting the motivation of employees at NHA so that appropriate recommendations could be made on specific courses of action to management at NHA. To achieve this, the researcher had to explore the following research objectives and came up with the following conclusions.

##### **6.2.1 Determine the factors that affect employee motivation at NHA**

The research established that majority of employees (74%) were motivated by job security followed by ‘favourable work environment’ (68%) while 55% said that they were motivated by a good and competitive salary. This is because the company has experienced labour unrests, work stoppages which have resulted in some employees been dismissed while others put on forced leave. Therefore, job security is critical to employees at NHA. Also, with high prices of commodities and high cost of living, and other external factors such as demand to help extended families, having a job with a good salary will motivate an employee to work extra hard so as to retain the job and have a constant salary to provide for the family. The study also discovered that a ‘favourable work environment’ was a major motivation factor. This is because a good working environment helps an employee to be more creative and dedicated to achieving the set goals.

High labour turn-over shows that some employees are not motivated working for NHA for a long period of time at the same time signaling serious challenges between employees, management and labour unions. This ultimately may affect service delivery to customers and completing projects on time.

##### **6.2.2 To establish if organizational culture influences employee performance at NHA.**

The study established that 91% said culture has an influence on the motivation levels and performance of employees at NHA with 91% of employees confirming. The study also found that the staff at National

Housing Authority (NHA) respect each other, honesty was valued and that staff values were in line with the values of the institution. As Ritchie (2010) observed that organizational culture is a motivational instrument which promotes the employees to perform smoothly and ensures better productivity which is the case with NHA employees. Also promoting a culture of recognizing employees with non-monetary incentives like appreciation of work should be key to senior leadership at NHA and authorities must continue to use this motivational factor which agrees with Llopis (2012) statement that everyone wants to be noticed and recognized for their work. Therefore, employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves as illustrated in figure 4.3.3.

### **6.2.3 To assess the effect that motivation has on the performance of employees at NHA.**

The study established that motivation has an effect on employee performance at NHA with 89% confirming so. There was also consensus agreement among the respondents that a well motivation package has high effects on the performance of employees which also agrees with Maslow (1946) that by promoting a healthy workforce, providing financial security, providing opportunities to socialize and recognizing employees' accomplishments help to satisfy the employees' physiological needs which in turn also increase their performance.

The study found that absenteeism, employee productivity and employee turnover are outcomes of employee motivation. Absenteeism affects employee's 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 agree 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 employee productivity affects employee motivation. This is because employee motivation leads to increased productivity. These findings agree with Wentzel and Wigfield (2009) who found out that productivity affects employees' motivation in terms of business long-run successes. Productivity increase as organization finds new ways to use fewer resources to produce its output.

## **6.3 Recommendations**

The study has revealed a number of issues which required the researcher to make specific recommendations to management at NHA and also to the Ministry of Local Government and Housing.

### **6.3.1 At NHA management level**

- I. With high labour turn-over, NHA management should introduce measures that will enable employees to stay longer in the organization by instituting confidence among employees that their jobs are secured and also offering good and competitive salaries. For example, the company can motivate employees to work longer by recognizing every employee who has worked for more than five years with awards for long period of service award.
- II. With the Zambian economy not performing very well (IMF, 2020), management at NHA should start diversifying its business operations so as to increase its revenue since at the moment, most of the building contracts are from the government line ministry. Payments to NHA by government institutions mostly get delayed thereby affecting the operations of NHA in terms of paying its employees' salaries on time.
- III. Management at NHA should introduce a deliberate policy where middle managers and supervisors undergo supervisory trainings at least once in a year. This will enhance the relationship between employees and management and build transparency especially when it comes to performance reviews and appraisals.
- IV. Furthermore, management at NHA should consider transitioning all employees to be on contracts. This will help solve the allegations that employees that are on permanent and pensionable are treated differently from those on contracts when reviewing their performance and renewing employees' contracts.

### **6.3.2 At Local Government and Housing Ministerial level**

The ministry should consider giving more authority to NHA board to make business decisions so that it can compete favourably with other organisations on the market.

### **6.4 Areas for further Research**

- I. A cost benefit analysis of transitioning all employees to contracts and how this can affect employee motivation and performance.
- II. The current study examined the factors on motivation and one key factor in the motivation of employees is leadership and management skills. Further studies are needed to assess how different leadership approach can enhance employee motivation.

III. Future studies should use the current study as part of their literature review and conduct more research on the issues such as employee retention and effective reward systems and appraisals for employees.

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## APPENDICES

### Appendix 1: Informed Consent and Questionnaire

Dear respondent,

The questionnaire presented is purely for academic purposes. It is a requirement for the partial fulfillment of the award of Master of Business Administration in Management Strategy. Your cooperation will be highly appreciated.

#### Section A: Bio Data

Tick the box applicable to you

1. **Gender:** Male [  ] Female [  ]

2. **Your Age:**

Below 25 years	25-35 years	35-45 years	45-55 years	Above 55 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. What is your Educational Level? Masters [  ] Bachelors [  ] Diploma [  ] College Certificate [  ] Grade 12 [  ] Grade 9 [  ] Grade 7 [  ]

4. What is your Marital Status? Single [  ] Married [  ] Widow [  ]

Separated [  ] Divorced [  ]

#### Section B: Length of service at NHA

5. Duration that you have worked in this organization

Less than 1 year	1-3 years	4-6 years	6-9 years	Above 10 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Salary Range in Kwacha (K)

Below 4,000	4001- 6,000	6001- 8,000	8,001- 10,000	Above 10,001
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. Are you a permanent worker or you are on a contract basis?

Permanent and Pensionable	On Contract
<input type="checkbox"/>	<input type="checkbox"/>

8. If your answer to question 7 is contract, how long is the contract?

- A. 6 Months ( ) B. 1 Year ( ) C. 3 Years ( )

**Section C: Financial /Monetary factors affecting employee’s motivation and performance at National Housing Authority (NHA)**

Note: You will be required to rate the degree of importance of each statement on a five-point Likert-type scale by ticking the appropriate box (1= strongly disagree, 5= strongly agree)

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

S/N	Motivation Factor	SD (1)	D (2)	N (3)	A (4)	SA (5)
9	A good and competitive salary					
10	Attractive allowances and bonuses					
11	Good health benefits and incentives					

**Section D: Non-Monetary factors affecting employee’s motivation and performance at National Housing Authority (NHA).**

S/N	Motivation Factor	SD (1)	D (2)	N (3)	A (4)	SA (5)
12	A good work environment					
13	Job security					
14	Opportunities for employee training and skills development					
15	Effective performance appraisal system					
16	Frequent promotion prospects motivate me to work for this organization longer					



17	I like the nature of my current work/Job					
18	I am recognized for good and extra work done					
19	My relationship with my peers is good					

Note: Q13, Job security here is defined as a state where the employer does not terminate employment without following clearly documented procedures

**Section E**

ORGANISATIONAL CULTURE	YES	NO
People at National Housing Authority (NHA) believe they should do what they are told.		
We are polite to one another as employees on many occasions		
Workers feel free to voice innovative suggestions to top management at National Housing Authority (NHA)		
Departmental Heads frequently discuss with the workers their task requirements to cope well at National Housing Authority (NHA) 's objectives.		
Management treats employees with respect even in disagreements.		
People know what is expected of them and understand their impact on other people, teams, and functions.		
People are flexible and adaptable when changes are necessary.		

**Section F**

Does motivation have an effect on your performance?

Yes [ ] No [ ]

End.

Thank you for your participation

## **Appendix 2: Interview Guide**

An investigation of factors that affect the motivation of employee's performance. A case study of National Housing Authority (NHA)

1. Can you confirm if there have been instances of labour unrest, work stoppages and strikes at NHA?
2. Has there been instances where employees have gone for more than two (2) months without getting paid?
3. Is the appraisal system the same for employees on contracts and those on permanent?
4. How do you award salary increments at NHA
5. Do you have employees on forced leave, suspension or who have been dismissed due to going on strike.
6. How does culture influence the performance of employees here at National Housing Authority (NHA)?
7. How often do you meet with your employees to discuss different issues that affect their performance?
8. How is work distributed amongst other employees if one employee leaves the job or on leave?
9. Are employees provided with all the information and resources they need to perform their tasks?
10. How do you determine that subordinates accomplish to their tasks in time?
11. How well are employees informed on organizational issues?
12. How do you rate the level of motivation of employees at NHA