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**ANALYSIS OF EXTRINSIC AND INTRINSIC MOTIVATIONAL FACTORS
INFLUENCING WORK PERFORMANCE OF EMPLOYEES IN THE
MINISTRY OF INDUSTRY AND COMMERCE**

This project was submitted in partial fulfilment of the requirements of Bachelor of Commerce Honours Degree in Human Resources Management. It was presented to the faculty of Commerce department of Human Resources.

RELEASE FORM

REGISTRATION NUMBER: **B1232887**

DISSERTATION TITLE: **ANALYSIS OF EXTRINSIC AND
INTRINSIC MOTIVATIONAL
FACTORS INFLUENCING WORK
PERFORMANCE OF EMPLOYEES
IN THE MINISTRY OF INDUSTRY
AND COMMERCE**

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APPROVAL FORM

The undersigned certifies that they have read, approved and recommended to Bindura University of Science Education for acceptance this research project entitled “Analysis of Extrinsic and Intrinsic Motivational Factors influencing Work Performance of Employees in the Ministry of Industry and Commerce”. Submitted by Gurure Barnabas registration number B1232887 in partial fulfillment of the requirements of Bachelor of Business Studies (Honours) in Human Resources Management.

Supervisor..... Signature..... Date.....

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External Examiner..... Signature..... Date.....

DECLARATION FORM

This dissertation is a presentation of my original research work. Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature, and acknowledgement of collaborative research and discussions.

DEDICATION

This paper is dedicated to the Lord Almighty and Savior Jesus Christ. Without His guidance and strength, I could not have been successful. I also dedicate it to my wife Privilege Sitshoni and my Daughter Tinovimba. Your encouragement and prayers have been greatly appreciated.

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May the Almighty bless every hand that contributed towards this study.

Abstract

Employee motivation is very important for the survival and success of the organisations. It is considered as the energy that powers employees towards attaining the specific objectives and goals of the organization. This study sought to analyse the motivational factors which are impacting on the performance of employees in the Ministry of Industry and Commerce. The Ministry of Industry and Commerce had been experiencing low staff morale, increased incidents of absenteeism and increases in the number of grievance cases being handled. Using a survey method of research, data was collected from a sample of 30 employees of the Ministry of Industry and Commerce through the use of self-administered questionnaire. Stratified random sampling procedure was used in the selection of participants. The study adopted a realist perspective and adopted the mixed methods approach, where both quantitative and qualitative techniques were used. The results of this study show that a positive relationship exists between employee motivation and employee performance.

Table of Contents

RELEASE FORM.....	i
APPROVAL FORM	iii
DECLARATION FORM.....	iv
DEDICATION	v
ACKNOWLEDGEMENTS	vi
Abstract	vii
CHAPTER ONE	5
INTRODUCTION.....	6
1.0 Introduction.....	6
1.2 Background of the Study	6
1.3 Statement of the Problem.....	7
1.3 Aim of Study	8
1.4 Research Objectives.....	8
1.5 Research Questions.....	8
1.6 Assumptions of study	8
1.7 Significance of study	8
1.8 Limitations of the study	9
1.9 Delimitations of study.....	9
1.10 Definition of terms.....	9
1.11 Structure of the Study	9
1.12 Summary.....	10
CHAPTER TWO	11
LITERATURE REVIEW.....	11

2.1	Introduction.....	11
2.2	Conceptual Framework of the relationship between motivation and performance	11
2.3	Intrinsic and Extrinsic Factors that influences motivation	13
2.4	The relationship between extrinsic and intrinsic motivational factors	14
2.5	The influence of motivation on work performance	15
2.6	Theoretical framework.....	15
2.6.1	Content Theories	15
2.6.2	Cognitive Theories	19
3.0	Empirical Evidence.....	22
4.0	Justification of the study	22
CHAPTER THREE		23
RESEARCH METHODOLOGY		23
3.1	Introduction.....	23
3.2	RESEARCH DESIGN.....	23
3.3	TARGET POPULATION	23
3.4	SAMPLING.....	24
3.5	RESEARCH INSTRUMENTS	24
3.5.1	Questionnaires	24
3.5.2	Face to face Interviews.....	25
3.6	Validity and Reliability.....	25
3.7	Ethical Consideration.....	26
3.8	Data Collection Procedures	26
3.9	Data Presentation and Analysis	26
3.10	Summary.....	26
CHAPTER IV.....		27

DATA PRESENTATION, ANALYSIS AND DISCUSSION	27
4.0 Introduction.....	27
4.1 Demographics of Respondents	27
4.1.1 Distribution of Respondents by Age	28
4.1.2 Gender of Respondents	29
4.1.3 Professional Qualifications	30
4.1.4 Work Experience	31
4.2 Extrinsic factors that influence employee motivation	32
4.2.1 Employee responses regrading financial incentives.....	32
4.2.2 Employees responses on effect of working condition on motivation	33
4.2.3 Employees responses on the influence of communication on motivation	34
4.2.4 Employees responses on nature of job influencing motivation.....	35
4.2.5 Employees responses on management style influencing motivation .	36
4.3 Intrinsic factors that influence employee motivation	37
4.3.1 Employees skills development`s effects on motivation	37
4.3.2 Employee recognition influencing motivation	38
4.4 Effects of motivation on performance	39
4.4.1 Effects of employee motivation on job satisfaction	39
4.4.2 Effects of employee motivation on absenteeism.....	40
4.4.3 Employee motivation`s impact on labour turnover.....	41
4.4.4 Employee motivation impacting on work quality	42
4.5 Discussion of Research Findings.....	42
4.6 Summary.....	44
CHAPTER V	45
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	45
5.0 Introduction.....	45

5.1	Summary.....	45
5.2	Recommendations.....	45
REFERENCES		47

List of Figures

Figure 1 Conceptual Framework of the relationship between motivation and performance	12
Figure 2: The Motivation Equation.....	16
Figure 3 Maslow`s Hierarchy of needs	17
Figure 4 Alderfer`s ERG theory.....	18
Figure 5: Gender of respondents	29
Figure 6: Qualifications of respondents	30
Figure 7: Work experience of respondents	31
Figure 8: Employee responses regarding financial incentives	32
Figure 9: Employee responses on effect of working on motivation	33
Figure 10: Employee responses on the influence of communication on motivation ...	34
Figure 11: Employee responses on nature of job influencing motivation	35
Figure 12: Employee responses on management style influencing motivation.....	36
Figure 13: Employee skills development`s effects on motivation.....	37
Figure 14: Employee recognition influencing motivation	38
Figure 15: Effects of employee motivation on job satisfaction	39
Figure 16: Effects of employee motivation on absenteeism	40
Figure 17: Responses on employee motivation impact on labour turnover.....	41
Figure 18:Responses on employee motivation impacting on work quality	42

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces and gives an overview of the nature of the research. It begins by highlighting the background of the study which provides the historical information concerning the area of study. The purpose and significance of the study which justifies why the research was undertaken is outlined in this chapter. Furthermore, the research questions and objectives were defined. Limitations that were encountered in carrying out the research and assumptions made to validate the research were discussed. Lastly, the terms used in the study were defined to enable the easy understanding of the technical jargon.

1.2 Background of the Study

We now live in a global village which is always dynamic with challenging economic environment, an organisational success will be largely influenced by the abilities of its employees. An institution might have all financial resources including the latest technologies, however, it is its human resources capabilities that give an organisation a competitive edge over its rivals. An organisation must not only focus on generating capital and improving technologies but must continuously motivate its employees to achieve organisational efficiency. From previous research on Human resources management rightfully points out that employees are important source of competitive advantage for organisations (Barney, 1991; Pfeffer 1994). Employee satisfaction contributes immensely to the success of an organisation because of its direct impact on productivity. Satisfied employees are more likely to produce high quality work, optimising their performance and exercise more critical thought and creativity.

In pursuant to overcoming challenges, organisations must create a strong positive relationship with its employees, by so doing the employees energies are directed towards task fulfilment which in turn ensures that they have job satisfaction (Fisher, 2012). Organisations must develop strategies for them to

outwit competitors and increase performance. Ensuring that employees are motivated is one of the strategies an organisation can use to enhance employee performance and in turn achieve the organisational goals and objectives.

However, only a few organisations have embraced the fact that employees are the most important asset which leads to the success of the entity. On the contrary, if not properly managed human resources might turn out to be a capital outlay leading to the failure of the organisation and high staff turnover (Fisher, 2012).

According to Ran (2009), employers have the task of motivating employees and increasing job satisfaction. Organisations must formulate strategies, policies and programs that appreciate the benefits of job satisfaction and motivating employees. However, employers must take into cognisance that employees have several and different needs which continuously compete with each other and also varies depending on individual. These variations in needs explains why some people are driven by achievement whilst others are satisfied with having job security. It follows that if managers and supervisors are able to understand, predict and control the behaviour of employee then they must know what the employee want from their jobs. Therefore, it is imperative that employers, or anyone who have subordinates to understand what really motivates employees without making generalised assumptions (Gurland and Lam, 2008).

1.3 Statement of the Problem

The performance of employees in the Ministry of Industry and Commerce has been on the decline due to low morale. Employees who should to be excited by their work are no longer aroused and spend most of their time socialising. Statistics from Information Technology section shows that there was an increase on the among of data usage by employees accessing socializing networks on the internet. Incidents of absenteeism has been on the increase. Anderson rightfully argues that job dissatisfaction which can be attributed to stressful working conditions results in absenteeism. It is not only the low performance of employees which can be observed through the lack of initiative, but also the

increases in number of complains points out that all is not well in the Ministry of Industry and Commerce.

1.3 Aim of Study

This study sought to determine the motivational factors which impacts on the performance of employees in the Ministry of Industry and Commerce. It examined how management can use motivational dimensions to enhance employee performance.

1.4 Research Objectives

- To establish the intrinsic and extrinsic factors that influence employee motivation.
- To establish the relationship between employee motivation and performance.
- To explore the ways performance can be enhanced using motivation

1.5 Research Questions

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

1.6 Assumptions of study

The respondents who participated in this research were cooperative and gave truth information. In addition, the sample of representatives selected was a true reflection of employees of the Ministry of Industry and Commerce.

1.7 Significance of study

The results are significance to the public sector, particularly the Ministry of Industry and Commerce whose management can take proactive measures to improve employees' motivation and enhancing employee performance. The study can be used as a basis for the formulation of strategic decisions that promote efficiency in the academic field of research.

1.8 Limitations of the study

Responses could be biased with employees opting not to provide some sensitive information which they perceived to be confidential and personal. However, the researcher assured them that corporate ethics will be observed. The information was to be kept confidential and their welfare at no time be threatened.

1.9 Delimitations of study

This research focused on employees of the Ministry of Industry and Commerce who are stationed at Head office and Harare Provincial Offices. The research included all departments namely Finance and Administration, Human Resources, Small and Medium Business Development, Enterprise Development, Consumer Affairs, Quality Assurance and Business Incubation Services. The office of both Minister and Permanent Secretary and their immediate personnel were left out this study.

1.10 Definition of terms

Motivation: Rudolf and Kleiner (1989) as “the development of a desire within an employee to perform a task to his/her greatest ability based on that individual’s own initiative”

Employee performance: Anitha, 2013 as an indicator of financial or other outcome of the employee that has a direct link with the performance of the organisation as well as its achievement

Job satisfaction: Kaliski, 2007, perceived job satisfaction as the feelings of accomplishment and how successful an employee is on respective job.

1.11 Structure of the Study

The first chapter provides an overview of the background of the study, the problem statement, objectives of the study, research questions, and significance of the study and lastly, definition of terms used in the study. Chapter two reviews the concepts of employee motivation and performance. At the end of Chapter

two empirical evidences will be presented. Chapter three describes the research methodology and design employed in gathering and analysing the data. Chapter analysed, interpreted and presented the results of the study. Chapter five concluded by giving recommendations.

1.12 Summary

This chapter introduced the background of the study, statement of problem, aim of the study, research questions and objectives, the assumptions made in the study, significance of the study, limitations and delimitations of the study and presented key definition of terms.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The previous chapter looked at the background of the study, statement of problem, aim of the study, research questions and objectives, the assumptions made in the study, significance of the study, limitations and delimitations of the study and presented key definition of terms. This chapter reviews literature on aspects of motivation. Furthermore, it provides empirical evidence on the relationship between motivation and performance

2.2 Conceptual Framework of the relationship between motivation and performance

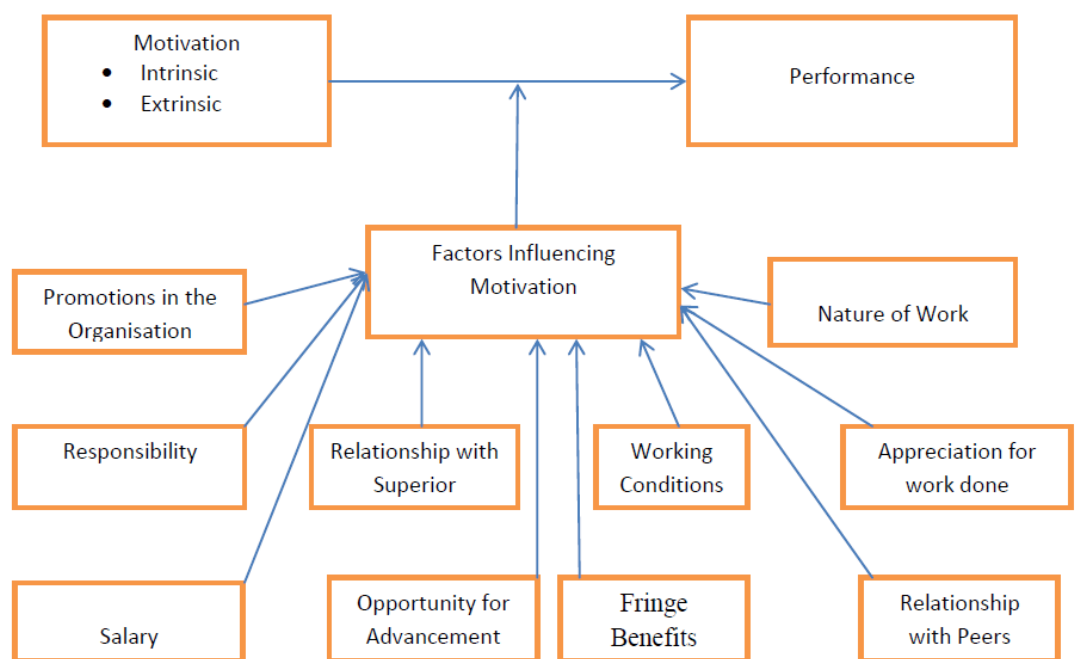
There are two broad classes of motivation that have been defined and researched across a range of contexts throughout the years which are extrinsic and intrinsic factors (Lin, 2007; Amabile, 1993; Ryan & Deci, 2000). For practical purposes and adequate application of motivation in the workplace such as guiding the direction, intensity and persistence of performance behaviours within the workplace, Cerasoli et. al (2014) defined it in two distinct ways that is extrinsic and intrinsic motivation. According to Giancola (2014), extrinsic motivation is driven by external factors, whilst, intrinsic motivation is driven by internal factors that are inherent to the human being. It follows that intrinsic motivation refers to those forces that the individual can control and according to Lin (2007) intrinsic motivation denotes the pleasures and gratification than an individual attains as an end result of execution an activity. In other words, intrinsic motivation is entrenched in the employee and is not influenced by other individuals with the individual feeling personally responsible for the outcome of the job (Pinder, 1998).

In the workplace goal setting either independently or with supervisor can be a extrinsic source of motivation. Research has shown that successful people consistently set goals to help them accomplish tasks timely and efficiently (Rader, 2005). A supervisor must align employee goals with departmental and

organizational which in turn increases the motivation of employees. This occurs when management communicates to employees organisational goals and in turn enables employees to set individual goals which are tandem with organisational goals (Goldstein & Ford, 2002; Phillips & Gully, 1997).

Goal setting and participative management can be used as extrinsically motivational strategies as they provide a feeling of success that is brought about through the involvement and achievement of challenging and realistic goals. In turn morale, job satisfaction and self-confidence are enhanced (Enos, 2000).

Figure 1 Conceptual Framework of the relationship between motivation and performance



Source: Bishop (1997)

As has been highlighted earlier on, figure 1 Conceptual Framework of the relationship between motivation and performance shows that motivation which can either be intrinsic or extrinsic impacts on the performance of the employee and is influenced by a variety of factors which include but not limited to financial rewards, benefits, opportunity for promotion in the organization, the recognition and praise for work done, the physical conditions of the work

environment and even the relationship with workmates and subordinates/superiors.

2.3 Intrinsic and Extrinsic Factors that influences motivation

The manner in which employees are treated at the workplace is a strong determining of employee motivation and performance. Lawler, (2003) asserts that “treating people right is fundamental to creating organisational effectiveness and success. It is also easier said than done”. He went on to point out it is partly do the highly complexing set of actions from the organization and its employees. In order to achieve organizational performance, the entity must develop mechanism of treating their employees so that they are motivated and satisfied whilst at the same time employees must exhibit behaviours with enables the organization to become effective and efficient. In other words, the organization must develop a relationship which values its employees and in return the employees are then committed to high performance.

Financial reward is an extrinsic factor which influences motivation. As pointed out by LeBoeuf (1985) that “what gets reward gets done”. In economics factors of production are directed towards those activities which yields higher return. This also applies to employees who respond to incentives. According to Armstrong (2007), money is a motivator since it satisfies a lot of needs including Maslow`s physiological needs such as paying for food, shelter, clothing. Rynes, Gerhart and Minette (2004) and (Deci & Ryan, 2000) also discovered that money is a motivator for every person and also in boring and fatiguing jobs.

To add on, employee recognition is another extrinsic motivational factor which influences motivation. Employee recognition which can either be formal or informal is the timely acknowledgement of an employee or team`s behavior, effort or business that supports the organization`s goals and values, and which also has clearly been beyond expectations (Harrison, 2005). Brun and Dugas in their studies identified four approaches to employee recognition which are personal recognition, recognition of dedication to the job, recognition of work practices and recognition of results. Weightman (1999) stated that recognising employee`s contributions enhances morale and motivates employees to perform better.

Furthermore, the communication system in an organization can be source of extrinsic motivation. According to Armstrong, (2009) individual performance is influenced by motivation, ability, opportunity to participate and that all individuals need to be listened to. In order to motivate employees, management must develop a good relationship with their subordinates to achieve an effective motivation that can make employees more productive. Sirota, Mischkind and Meltzer (2006), discovered that managers who openly and regularly communicate with their employees observe a large increase in employee morale.

2.4 The relationship between extrinsic and intrinsic motivational factors

The general distinction made between intrinsic and extrinsic motivation is that while intrinsic motivation is driven by forces from within oneself, extrinsic motivation is driven by outside forces (Giancola, 2014). Employees are intrinsically and extrinsically motivated at the same time; hence a supposition can be made that intrinsic and extrinsic motivation are not mutually exclusive. As has been pointed out earlier on intrinsic motivation comes from within the individual or from the activity itself and would have a positive effect performance and behaviour. An individual who is intrinsically inspired would endeavour to gratify three innate psychological needs which are the needs for autonomy, competence and relatedness exclusive (Deci & Ryan, 2000).

Employees who are intrinsically motivated would like to exercise considerable degree of freedom when it comes to decision making, opportunities for advancement, recognition or appreciation for good work and are in a position to undertake tasks which are both challenging and meaningful so that they can feel an inherent sense of accomplishment upon successful completion. Weightman (1999) stated that recognising employee's contributions enhances morale and motivates employees to work better.

Extrinsic motivation on the other hand is not linked to the satisfaction the employee gets from performing the task itself, but rather from the external rewards of the task, such as incentives, increased pay, praise, or promotion; and punishments, such as disciplinary action, withholding pay, or criticism (Giancola, 2014). According to George and Jones (2012) extrinsically motivated employees are motivated when they get positive appraisal or reinforcers

provided by other people, and they are often motivated by factors like their salary at the end of the month or a bonus, raise, or promotion. Unlike intrinsic motivators, extrinsic motivators do not last long. However, with the right use extrinsic motivation can yield high results. For an external reward can stimulate interest and participation of employee had prior had no initial interest. To add on, praises can induce an employee to obtain new skills and knowledges. External rewards reinforce achieved performance (Cherry, 2016).

2.5 The influence of motivation on work performance

George and Jones (2012) pointed out the distinction which exist between motivation and performance. Performance is an evaluation of the results of an employee`s behavior, whilst, motivation is one of the several factors that has an impact on the employee`s job performance. Babin and Boles (1998) defined performance as “the level of productivity of an individual employee, relative to his or her peers on several job related behaviours and outcomes.

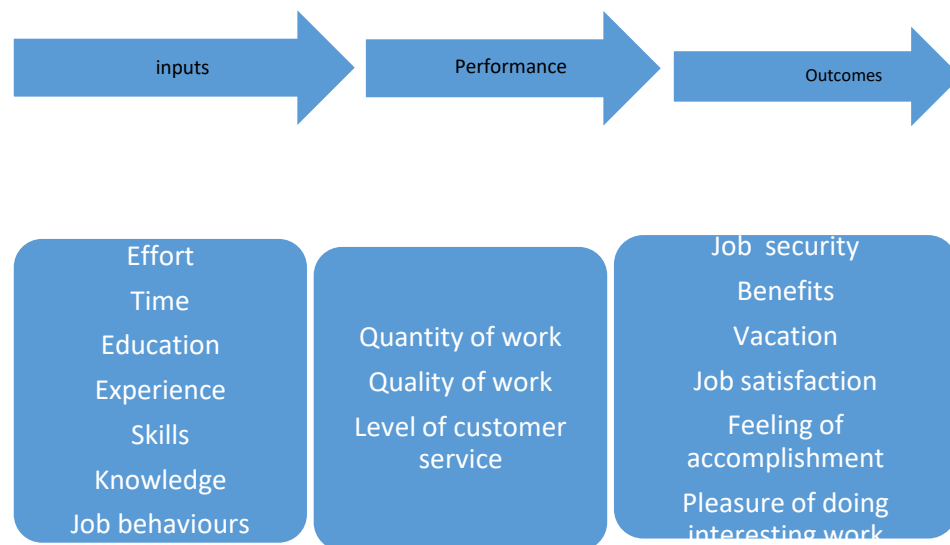
Giffin (1990) discovered that the performance of employees is determined by the ability of the employee, the work environment in which the employees operates in and the motivation of the employee.

2.6 Theoretical framework

2.6.1 Content Theories

Research on motivation also focused on the need theories, given that these theories not only present a relatively simple but significant way of understanding motivation (Arnolds & Boshoff, 2002). The underlying postulation of the need theory is that employees are motivated to increase their performance at work due to their desires to satisfy certain needs. By identifying what employee needs are and how their satisfaction can be achieved, can provide insight as to how work-related behaviours can increase performance at work (Arnolds & Boshoff). (George and Jones, 2012) depicts need theory as an equation that has three factors which are inputs, performance and outcomes.

Figure 2: The Motivation Equation



Mullins (2002)

Inputs leads to performance which in turn then leads to outcomes. Factors which falls under inputs include job behaviours, knowledge, skills, experience, education, time, effort, whereas quantity, and quality of work and level of customer service falls under the performance. The outcome of the equation includes factors such as job security, benefits, vacation, job satisfaction, feeling of accomplishment and pleasure of doing interesting work. Accordingly, the need theory emphasise that employees have needs which they are motivated to satisfy at their workplace. To ascertain which outcomes will motivate the employees most, managers must have an appreciation of which needs employees are determined to satisfy George and Jones (2012).

The best-known theory of motivation is Abraham Maslow`s hierarchy of needs. Maslow`s basic proposition is people are wanting beings, who always want more and also what they want depends on what they already have Mullins (2005). Maslow (1954) suggest that there are five major categories that apply to people in general starting from the fundamental physiological needs leading through a hierarchy of safety, social, esteem and self-actualisation needs. When the lower need is satisfied the next highest becomes dominant and the individual`s attention focuses on satisfy the higher need. The need for self – fulfilment, however, can never be satisfied only unsatisfied need can motivate the behaviour and the dominant need is the prime motivator of behaviour.

Figure 3 Maslow's Hierarchy of needs

Need Level	Description	Examples of How Needs Are Met or Satisfied in an Organization
Highest-Level Needs		
Self-actualization needs	Needs to realize one's full potential as a human being	By using one's skills and abilities to the fullest and striving to achieve all that one can on a job
Esteem needs	Needs to feel good about oneself and one's capabilities, to be respected by others, and to receive recognition and appreciation	By receiving promotions at work and being recognized for accomplishments on the job
Belongingness needs	Needs for social interaction, friendship, affection, and love	By having good relations with co-workers and supervisors, being a member of a cohesive work group, and participating in social functions such as company picnics and holiday parties
Safety needs	Needs for security, stability, and a safe environment	By receiving job security, adequate medical benefits, and safe working conditions
Physiological needs	Basic needs for things such as food, water, and shelter that must be met in order for an individual to survive	By receiving a minimum level of pay that enables a worker to buy food and clothing and have adequate housing
Lowest-Level Needs (most basic or compelling)		

Sources: (Robbins and Judge, 2012)

Robbins and Judge (2012) found that organisation can concurrent help employees who are at different levels in Maslow's Hierarchy satisfy their needs and help the organisation achieve its goals and competitive advantage at the same time. For instance, an organisation can help employee achieve physiological need through offering minimum level of pay which enables a worker to buy food and clothing. Figure 1.0 illustrate some of the ways an organisation can facilitate the satisfaction of its employee needs.

Clayton Paul Alderfer's theory of Existence, Relatedness and Growth (ERG) has its foundation in Maslow's needs hierarchy and it goes further by addressing some of the shortcomings. The ERG theory focuses on the impact the need satisfaction of the individual has in self-esteem and consequently what impact that has on his job performance. (Robbins, as cited in Arnolds and Boshoff, 2002). Existence needs combines the physiological and safety need which correspond to lower level order needs of Maslow's theory. Existence involves pay, fringe benefits, working conditions. Relatedness needs which acknowledge that people are not self-contained units but must engage in transactions with their human environment like acceptance, understanding, confirmation and

influence. Growth needs, which involves people in finding the opportunities to be what they are most fully and to become what they can.

Figure 4 Alderfer's ERG theory

Need Level	Description	Examples of How Needs Are Met or Satisfied In an Organization
Highest-Level Needs		
Growth needs	Needs for self-development and creative and productive work	By continually improving skills and abilities and engaging in meaningful work
Relatedness needs	Needs to have good interpersonal relations, to share thoughts and feelings, and to have open two-way communication	By having good relations with coworkers, superiors, and subordinates and by obtaining accurate feedback from others
Existence needs	Basic needs for human survival such as the need for food, water, clothing, shelter, and a secure and safe environment	By receiving enough pay to provide for the basic necessities of life and by having safe working conditions
Lowest-Level Needs		

Source: George and Jones, (2012)

Whereas Maslow hierarchy of needs postulate that lower needs must be satisfied before an individual strive to achieve higher order, with Alderfer's ERG theory higher order needs can be a motivator without the lower order needs being met. ERG theory asserts to Maslow hierarchy of needs in that when an employee satisfies lower order needs, an employee is motivated with the satisfaction of higher order needs. However, Maslow postulated that once a lower order need is satisfied it ceases to be a motivator, whereas Alderfer asserts that when an individual who is motivated by a higher order need but fails to achieve it, such an individual motivation to satisfy lower order needs increases George and Jones (2012).

Another content theory was propounded by Fredrick Herzberg. Herzberg's two factor theory proposed that there are factors in a job which causes satisfaction. Such factors which he called intrinsic factors (motivators) include job characteristics such as achievement, advancement, recognition, the work itself

and growth possibilities. On the other hand, hygiene factors which happens to be the source of job dissatisfaction and related with the job or work environment. When these hygiene factors are poor it results in dissatisfaction. Such factors include organisational policies, quality of supervision, working conditions, base wage or salary, status, work conditions, security and relationships with workmates or subordinates (Schermerhorn, Hunt, and Uhl-Bien, 2010).

Herzeberg as cited by (Robbins and Judge, 2012) suggested that if employees are to be motivated on their jobs, emphasise must be made on those factors associated with the work itself or alternatively with outcomes which are directly derived from it such as promotional opportunities, personal growth opportunities, recognition, responsibility and achievement. Such characteristics are what people find intrinsically rewarding.

It should be noted that when an entity`s hygiene factors such as salary, working conditions, quality of supervision employees will be dissatisfied. However, it does not follow that the presents of these factors mean that employees are satisfied Herzberg, 1968). The working condition includes the environment, tools of trade and factors such as noise levels. In contradiction Herzberg hygiene factors Bartoo (2004), pointed out that “equipment and tools using modern technology should be provided to employees to further improve their performance and to enhance their motivation”.

2.6.2 Cognitive Theories

Whereas the need theories focus on explaining what motivates individuals, the expectancy theory focus on how employees decide which specific behaviours to perform and how much effort would be applied. Irrespective of the outcomes that may be available, employees will not be motivated to contribute their inputs to the organisation unless they believe it will result in achieving a given level of performance (George and Jones, 2012). The theory identified three factor accounting for motivation which are Instrumentality, Expectancy and Valence.

In order to be motivated effort, performance and outcome must be linked. Vroom assumed that employees are pleasure seeking. (Vroom, 1964) as cited by (Beardwell, Holden and Clayton 201) suggested that motivation is a process

in which employees select from a set of alternatives based on the anticipated levels of gratification. Vroom termed the individual's perception of this relationship as instrumentality for instance if one believing that by performing well a valued outcome will be received. The first-level outcomes result from behaviour associated with doing the job itself and include productivity, absenteeism, turnover, and the quality of productivity. The second level outcomes are the events (rewards or punishments) that the first-level outcomes are likely to produce. Commonly accepted second-level outcomes are merit pay increases, group acceptance or rejection, and promotion (Beardwell, Holden and Clayton 20). When rewards are given to employee who achieve high performance, the rewards become an important instrument to encourage the continuance of the desired behaviour (Locke and Latham, 1990).

Employees can acquire a variety of outcomes from their jobs such as feelings of accomplishment, pay, job security, opportunity to do interesting work, good relationships with workmates and promotions. The desirability of each outcome will vary according to individuals. According to (Rosse, 2007), valence is the importance that any individual places upon the expected outcome. Such valence could be either be positive which is preferred or negative which is not preferred or is avoided. For instance, if an employee believes that his/her superior is biased will expect to get a poor appraisal regardless of the level of effort applied. Stecher (2007) stated that expectancy is the belief that increased effort will lead to increased performance. According to (Estes & Polnick, 2012) it is the belief that a specific action will be accompanied by a specific outcome. Expectancy helps explain why motivation can be low even in instances where instrumentality and valence are high. Employees will only be moved to perform at higher levels in instances where they believe that they have the capacity. If they believe to the contrary, regardless of the presence of high instrumentality or valence the lack of conviction to perform at a particular level will result in low motivation (George & Jones, 2012).

George and Jones (2012) stated that for employees to be inspired and perform at higher levels, all conditions must be satisfied. Firstly, valence must be high that is employees must have a desire the outcomes that the organisation offers.

Secondly, instrumentality must be high, which means that employees perceive that they must perform at high levels if they are to achieve the outcome. Lastly, expectancy must be high, indicating that workers must believe that working hard and committing their energy will bring about higher levels of performance.

Stacey Adams (1965) Equity theory is premised on the assumption that people are motivated to attain a condition of equity in their interaction with others or the organisation. Fairness cannot be measured by an abstract scale, and individuals will assess fairness through comparison with other individuals in similar circumstances. An employee will compare the level of inputs and outputs with those of a comparator. Inputs which can be numerous consist of the things which an employee brings to job such as previous experience, loyalty, commitment, educational qualifications, the effort whilst outputs are the rewards gained for the inputs such as salary, job, security, performance related remuneration and praise (Beardwell, Holden and Clayton 20).

Equity theory applies strongly to the aspects of organisational justice that is whether employees will feel that they are treated fairly. The perceived feel of equity or inequity will in turn impact on the level of effort applied in the work environment. For instance, an individual evaluating the employee-employer relationship would not be limited to the benefits and rewards received or as to whether the inputs given to the organisation is in equilibrium with the output, but would also look at the relevance of inputs given and outputs received by other employees inside or outside the organisation (Ronen, 1986).

When an employee feels that there is an imbalance on input-outcome ratio after comparing with others in similar circumstance then tension accumulates in that employee. Such tension would cause an employee to seek for fairness or equity. According to Adams (1965) the attempt to correct the equity tensions is the source of one's motivation. Those employees who feel that they are under rewarded will have stronger negative feeling than employees who are over rewarded. Greenberg (1989) discovered that employees would adjust their inputs in order to correspond to the outcomes that is they can lower the effort to equal the outcomes or alternatively they can resign from the job.

2.7 Empirical Evidence

From previous studies carried out on motivational theories by Rabey (2001) discovered that motivation influences the performance of employees. In addition, high morale reduces the levels of labour turnover and the rate of absenteeism within the organisation. He went on to state that those employees who are highly motivated will experience job satisfaction. This was also collaborated by the studies carried out by Richard, Mike & Charles (2013), in Kenya on the influence of motivation on tea factory employee performance which discovered that if employees are given the right incentives, they are motivated to improve productivity and growth.

2.8 Justification of the study

Most of the studies which had been carried on motivation are Euro and American centric and may not fit in the context of Zimbabwe and moreover, they focussed on employees in the private sector.

2.9 Summary

This chapter on literature review gave the conceptual framework of the relationship between motivation and performance. In addition, various theories on motivation were reviewed. The chapter concluded by give empirical evidence from previous research studies

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Khotari (2004) defines methodology as, “a systematic way of solving a problem.” This chapter focused on the research design used, methods of collecting data, population and sample, sampling procedures and instruments to be used. The data collection procedures followed was explained as well as the methods for data presentation and analysis.

3.2 Research Design

Leedy (1980:96) defines research design as, “the complete strategy of attack upon the central problem.” The research design is therefore a plan for selecting subjects, research sites and data collection procedures to answer research questions. It also shows which individuals will be studied and when, where and under which circumstances they will be studied. In this research, on the analysis of extrinsic and intrinsic motivational factors influencing work performance of employees in the Ministry of Industry and Commerce.

Leedy (1980:134) states that in the survey research design, the researcher selects a sample of subjects and administers questionnaires or conducts interviews to collect data. This design is suitable for a research on attitudes, beliefs, opinions and other types of information about a large number of people, that is the population. These are obtained by analysing a smaller group of subjects selected from the large group, a sample.

3.3 Target Population

Mifflin (2005) defined population as the “the entire group of people, events or things of interest that the researcher wishes to investigate or groups of individuals of the same species occupying a particular geographical area”. The entire population of this research is made up of all employees and managerial staff of the Ministry of Industry and Commerce. Zikmund (2003:373) defined target population as the complete group of specific population elements relevant to the research project. For purposes of this research it was not practical to deal

in its totality, so a sample giving a reasonable representation of the population to draw a valid and reliable conclusion was chosen.

3.4 Sampling

Sampling is defined as the process of selecting a representative of the whole population that can be used to “fairly represent the population” (Freedman, 2010). It is necessary to use a sample rather than a complete enumeration of the population for several reasons, like it is not only cheaper but is also easier to observe part rather than the whole population. (Zikmund, 2003) described a sample as a subset, or some part of a large population. For the present research, a stratified random sampling method was used. The population was divided into subsets, called strata and then random samples were drawn from each stratum using probability sampling. A total of 30 full time employees were chosen being composed of 5 managerial employees, 15 Officers and 10 Assistants.

3.5 Research Instruments

Research instruments are data collection tools used to gather the required data. Primary and secondary data sources were used in this research. Primary data is original data collected at source by researcher to make the foundation of the empirical study such as personal interviews. It has the merits of being free from any bias, subjectivity and error of interpretation in that anyone would not have subjected it to those. Hence it is reliable as it is conducted from the original source and reduces the degree of prejudice, which is normally associated with secondary data. Secondary data is data already in exists and has been gathered for other purposes other than this particular research. In comparison to primary data, secondary data is often cheaper and easier to collect.

3.5.1 Questionnaires

A questionnaire is a tool of eliciting the feelings, beliefs, experiences, or attitudes of individuals. “In social research a question is used to used to measure opinions, attitudes, scores, intelligence, etc” Welman and Kruger (2001:148). Questionnaires are generally easier faster and less costly in comparison to other survey methods especially when you have a sample that is geographically

dispersed. There is also no subjectivity due to flexibility, adaptability and human interaction like in a face to face interview. However, there is limited topic coverage since there is no room for probing which may be caused by short questions. Responses can take long as respondents do so at their own pace and might even return some questions unanswered since there is no one to clarify certain issues.

3.5.2 Face to face Interviews

According to Bill Gillham (2005), an interview is a special type of communication usually verbal, between two or more people and is carried for a specific purpose. It is different from an ordinary conversation in that its form and purpose is structured. Face to face interviews is where a sample of the target population is interviewed at their respective offices. Some of the merits of face to face interviews is that it offers an opportunity to receive feedback from respondents and also offers the interviewer the opportunity to explain or clarify some issues necessary to improve the quality of information received. However, it is costly for the interviewer since the interviewer has to physical travel to respondents.

3.6 Validity and Reliability

Two research errors that can affect how much one can trust the results of a research are validity and reliability. Reliability refers to the repeatability, stability or internal consistency of a questionnaire. Joppe (2000) defines reliability as “the extent to which results are consistent over time and an accurate representation of the total population understudy; and if the result of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”. A valid measure of a concept is one that measures what it claims to measure, (Shaughnessy and Zechmeister, 1990). The researcher enhanced validity and reliability in this study by clear and concise questionnaires which were pretested with work colleagues. In addition, both open and closed ended questions were used to eradicate ambiguity and that the same answers were derived from the respondents.

3.7 Ethical Consideration

Ethical consideration relates to the moral standards that the researcher used in the research (Polit et al, 2001). The researcher assured each respondent that anonymity, privacy and interests would be observed. Respondent were well informed of the nature and purpose of the research, the procedures to be used and the expected benefits to the researcher. The respondents were accorded the opportunity to ask questions and have them answered by the researcher. The researcher sought permission to conduct the research in the ministry from the Secretary.

3.8 Data Collection Procedures

There were assorted types of tools at the researcher's disposal and the most ideal and reliable secondary tool in the prevailing circumstances was the document with is also a record analysis. Given that reports provide a required reliability and permanency of information they were analysed. In addition, Self-administered questionnaires were used to collect primary data from a sample of 30 employees in the ministry.

3.9 Data Presentation and Analysis

When it comes to data analysis, the collected data is broken down into groups or elements which the researcher examines separately and translates into readable results. Descriptive statistics such as tables, pie charts and bar charts were used to aid the analysis of data because they are effective illustrations of depicting relations and trends.

3.10 Summary

The chapter focused on research design, target population, sample size and sampling, data sources, research instruments, data collection procedures and data presentation and analysis. Emphasis was mad on the type of data and data collection methods used for the research to draw reliable conclusions.

CHAPTER IV

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 Introduction

This section presents the data, which was collected from the study and its analysis. The study used descriptive statistics to reveal the trends and pattern in the data, with the central focus being made on connecting the data to the research objectives as well as analysing the implications of the findings. The first part presents the findings gathered by the various instruments used in this study. The second part gives an analysis of the findings and what meanings are drawn from the findings.

4.1 Demographics of Respondents

Table 1 Response rate

N:30

Type of Respondent	Target	Respondents	Response Rate
Management employees	5	5	100%
Officers	15	15	100%
Assistant	10	10	100%

Table 4.1 on response rate illustrates the data which was collected by means of questionnaires. All the respondent from the selected sample successfully contributed to this research.

4.1.1 Distribution of Respondents by Age

Table 2 Distribution of respondents by age

N:30

Age	Frequency	Percentage
55 years and above	3	10%
45-54 years	3	10%
35-44 years	12	40%
25-34 years	10	33%
24 years and below	2	7%
Total	30	100%

Table 4.2 on the distribution of respondents by age shows that 12 (40%) of the respondents were between the age of 35 to 44 years, 10 (33%) were between the age of 25 to 34 years, 3 (10%) were between the age of 45 to 54 years, 3 (10%) were above 54 years and 2 (7%) were below the age of 25. Only two respondents are above the age of 55 years, since in the Public Service a member is allowed to retire after attaining the age of 55. In addition, only two respondents were below the age of 24 which can be attributed to the general freeze on recruitment since 2010.

4.1.2 Gender of Respondents

Figure 5: Gender of respondents

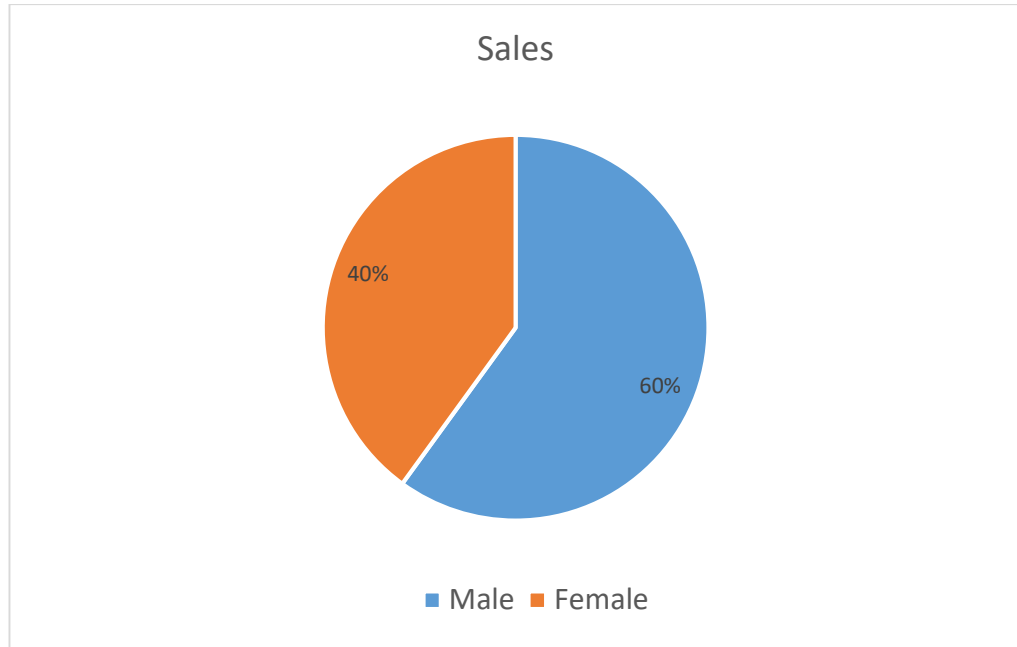


Fig 5 on gender of respondents shows that of the 30 employees that responded, 18 were males which was 60% of the total whilst 12 were females representing 40% of the total. Data on gender is skewed towards males which is a representative of the remnant of the social imbalances which discriminate against women.

4.1.3 Professional Qualifications

Figure 6: Qualifications of respondents

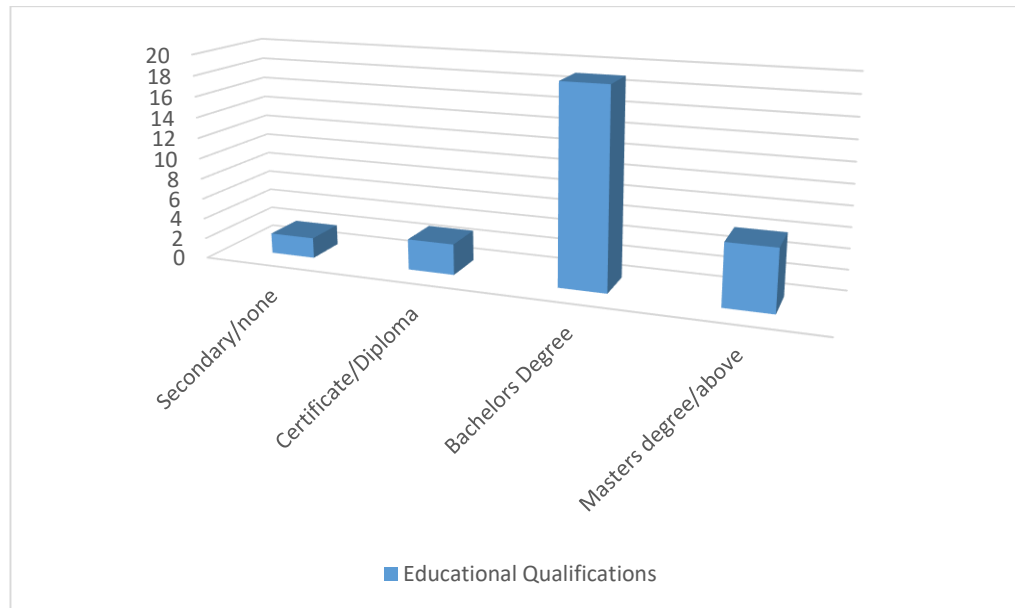
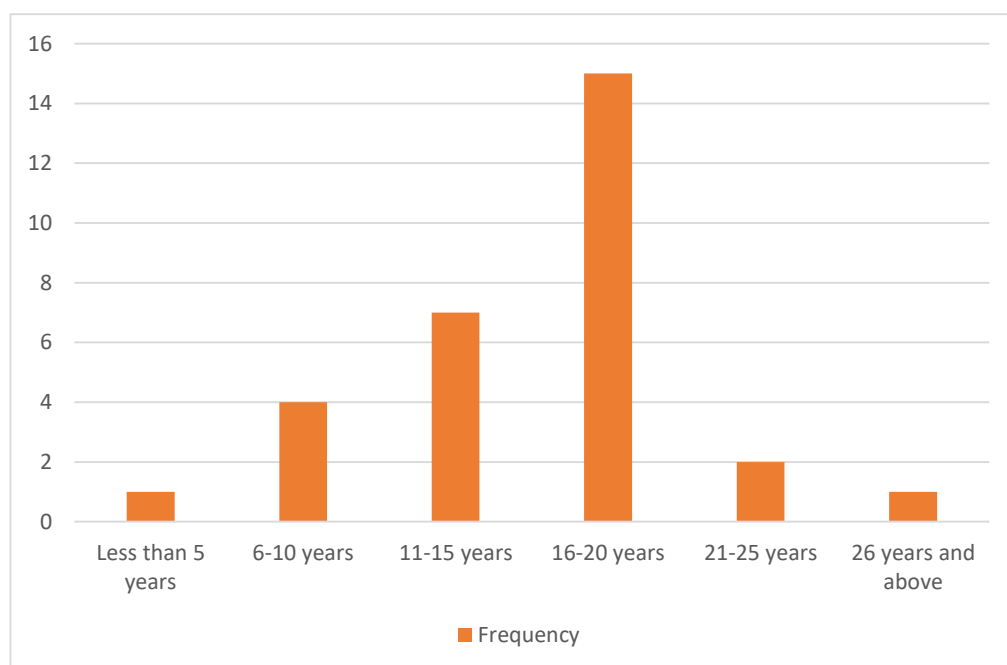


Fig 6 on educational qualifications of respondents shows that 19 (%) have Bachelor's degrees, 6 (5) were holders of Master's degree or higher qualifications, 3 (%) have either a certificate or diploma and 2 (%) have only a secondary qualification or none at all. The results show that respondents were qualified and could successfully answer the questionnaire of the research study. Accord to research studies conducted by Bante and Wiersema (1992), discovered that the level of education reflects an individual's reasoning ability and skills. Data and Herrmann, (2005), defined an academic qualification as "an award issued by an approved authority certifying that an individual has successfully completed a programme of study or has the expertise to particular job effectively".

4.1.4 Work Experience

Figure 7: Work experience of respondents



Length of service

Fig 7 on respondent's length of service shows that 15 (50%) had worked for the Ministry for 16 to 20 years, 7 (23.33%) had work experience of 11 to 15 years, 4 (13.33%) had 6 to 10 years, one respondent had served for less than 5 years and only one respondent had been in the ministry for more than 26 years. The data shows that the Ministry has been able to retain its staff for long periods.

4.2 Extrinsic factors that influence employee motivation

4.2.1 Employee responses regarding financial incentives

Figure 8: Employee responses regarding financial incentives

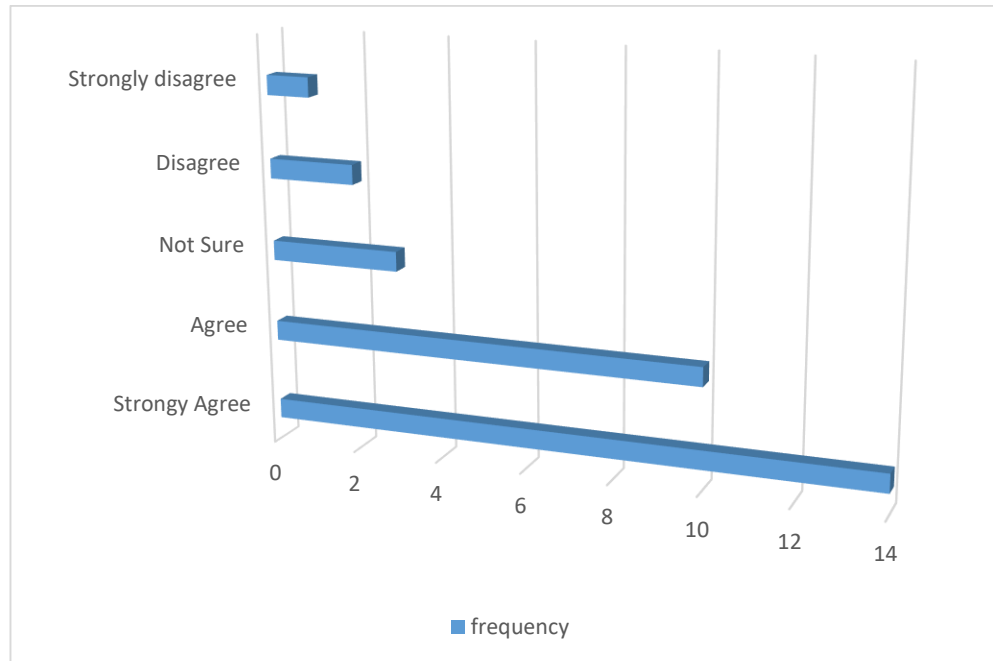


Fig 8 on employees responses regarding financial incentives shows that 14 (46.67%) strongly agrees and 10 (33.33%) agrees making a combined total of 24 (80%) employees who agree that financial incentives are a motivator. The results support the theoretical predictions of Fredrick Taylor, Scientific Management theory which postulate that money is the most important motivating factor to increase productivity. According to Armstrong (2007), money is a motivator since it satisfies a lot of needs including Maslow's physiological needs. In addition, money can buy things which shows their status.

However, 2 (6.67%) and 1 (3.33%) giving a combined total of 10% were not in agreement with the notion that financial incentives are a motivator. This is in tandem with the findings of Rynes, Gerhart and Minette (2004) and (Deci & Ryan, 2000) who discovered that money is a motivator for every person and also in boring and fatiguing jobs.

4.2.2 Employees responses on effect of working condition on motivation

Figure 9: Employee responses on effect of working on motivation

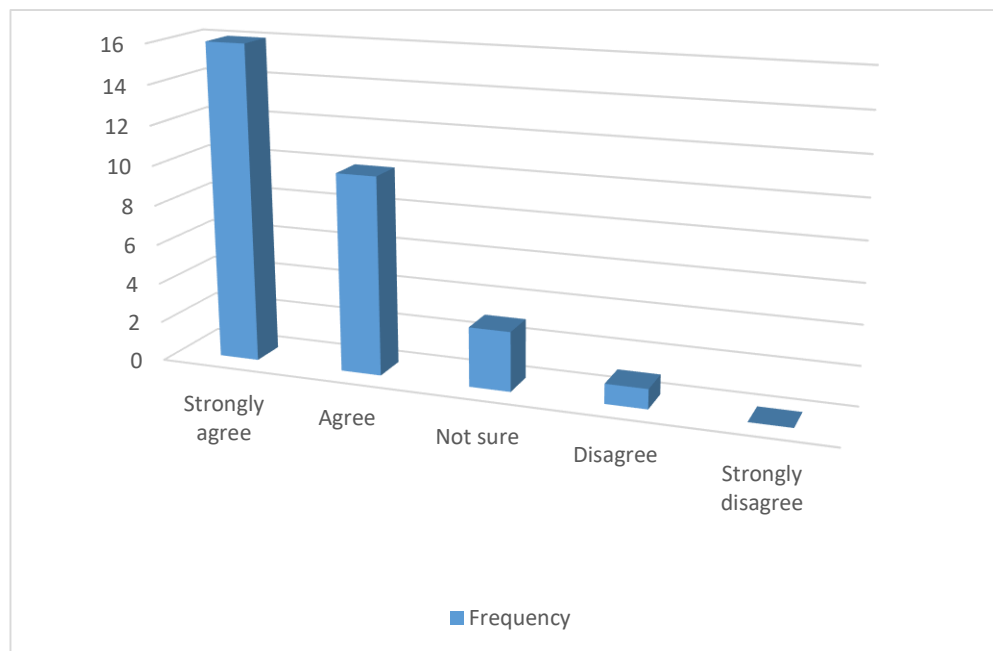


Fig 9 on responses on effects of working conditions on motivation shows that a combined total of 24 (80%) agrees that working conditions positively influence motivation levels. Favourable working conditions guarantees the well-being of employees which in turn invariably encourages them to apply themselves to their responsibilities with a higher level of morale Akinyele (2007). Brenner (2004) also affirmed that the quality of comfort which varies in terms of work environment also predicts the degree of contentment as well as productivity level of the employees.

4.2.3 Employees responses on the influence of communication on motivation

Figure 10: Employee responses on the influence of communication on motivation

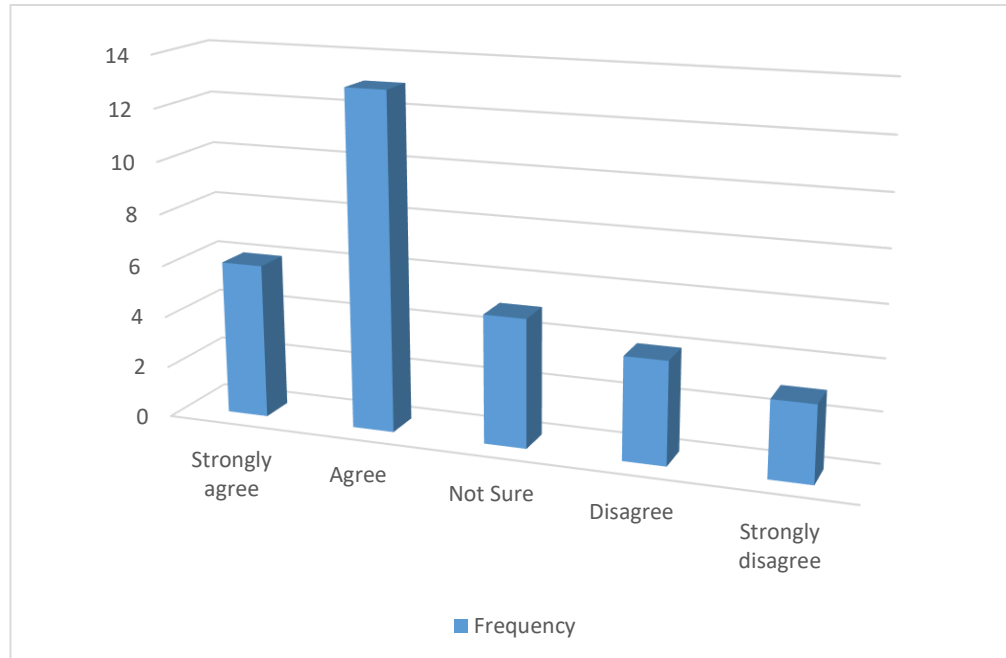


Fig 10 on employee responses on the influence of communication on motivation shows that 6 (20%) strongly agreed and 13(43.33%) agreed that communication system in the ministry influenced motivation respectively. 5 (16.67%) respondents were indifferent as to whether the communication system in the ministry had an effect or not on motivation. However, 4 (13.33%) and 3 (10%) disagreed and strongly disagreed respectively that the communication system influenced motivation.

A combined total of 19 (63.33%) of the respondents agreed that communication system positively influences motivation. With effective communication employees feel that they are valued and that they are an integral part of the ministry. Communication motivate employees, building trust, creating shared identity. It accords employees an opportunity for individuals to express emotions, share hopes and ambitions and to celebrate their accomplishments. This confirms to the studies of Sirota, Mischkind and Meltzer (2006), who

discovered that managers who openly and regularly communicate with their employees observe a large increase in employee morale.

4.2.4 Employees responses on nature of job influencing motivation

Figure 11: Employee responses on nature of job influencing motivation

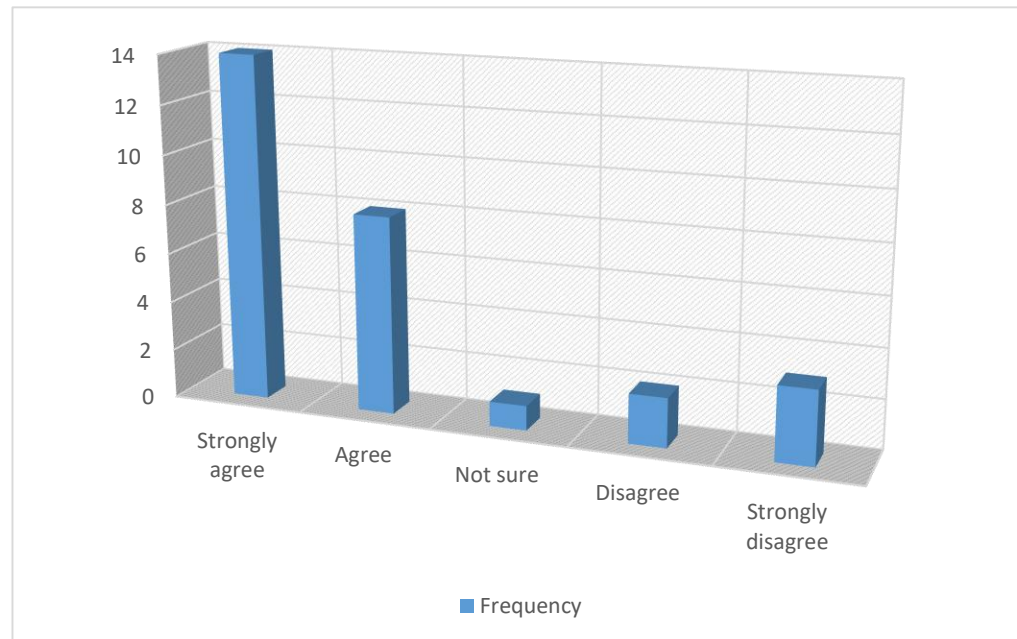


Fig 11 on employees' responses on the nature of job influencing motivation shows that 14(46.67%) strongly agreed, 8(26.67%) agreed, 1(3.33%) was not sure, 2(6.67%) disagreed and 3 (10%) strongly disagreed that the nature of the job has an effect on their motivation. From the data, at least 73% of the employees are motivated by the nature of their job, probably the ministry has structured the duties in such a way that employees are satisfied. This might help explain the high level of retention of employees. However, 4 respondents might be perceiving other factors as being more critical to their "drives".

4.2.5 Employees responses on management style influencing motivation

Figure 12: Employee responses on management style influencing motivation

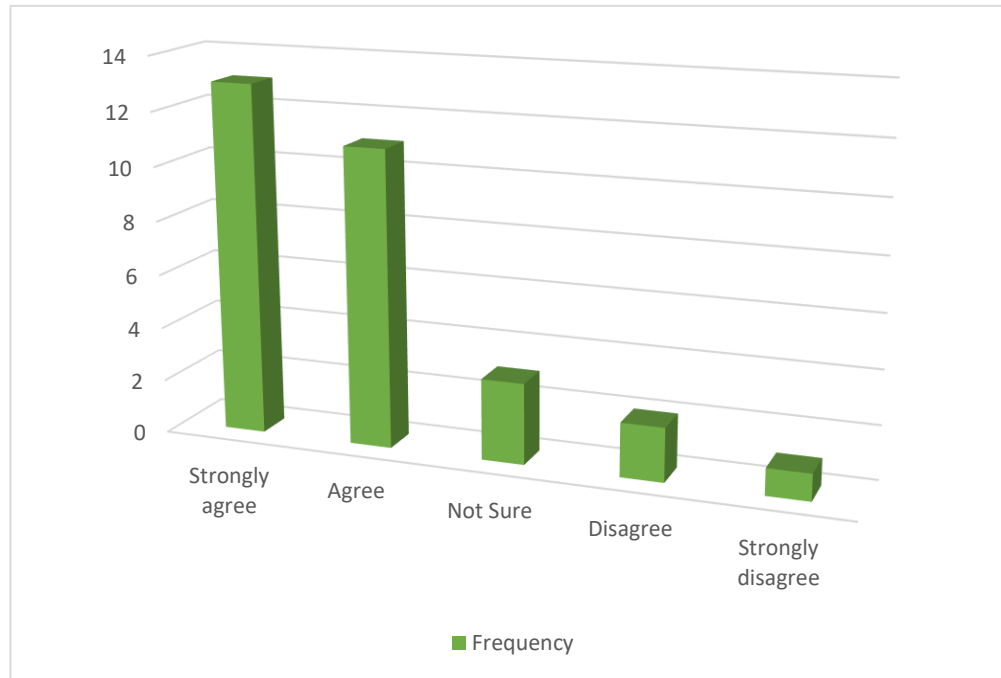


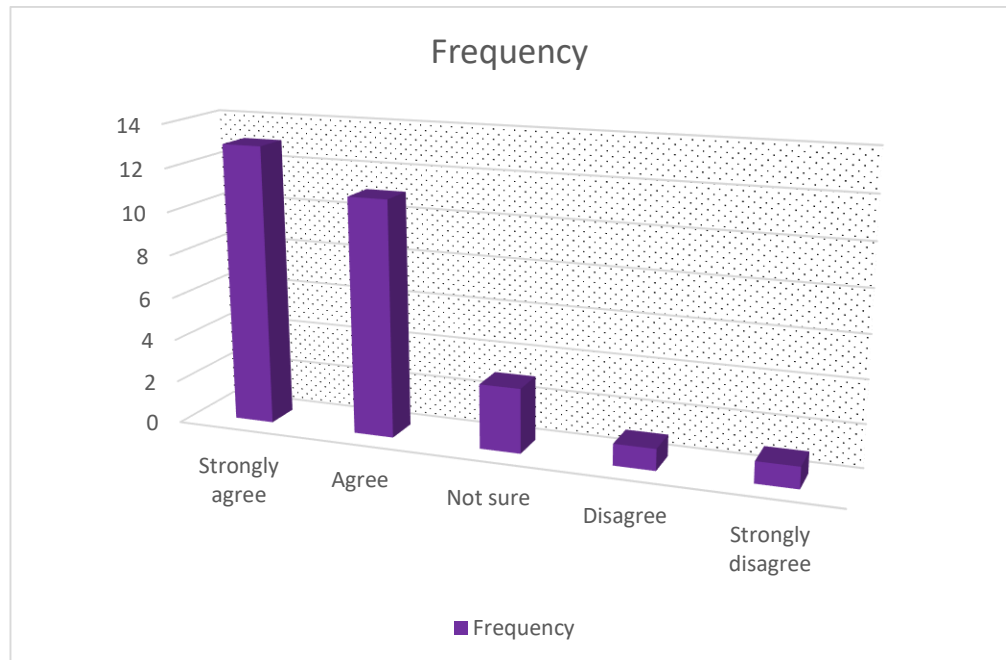
Fig 12 on employee responses on management style influencing motivation shows that 13 (43.33%) and 11(36.67%) strongly agreed and agreed respectively that the management style influences their motivation. 3 respondents were not sure if management style influence motivation. 2 respondents disagreed that management style influence motivation.

According to Pfeffer (1998), committed employees are more motivated and dedicated towards meeting and achieving organisational goals. This commitment is a result of a management style which is able to influence employees to be committed to the organisation.

4.3 Intrinsic factors that influence employee motivation

4.3.1 Employees skills development`s effects on motivation

Figure 13: Employee skills development`s effects on motivation



Employees skills development`s effects on motivation

Fig 13 on responses on employee`s skills development`s effects on motivation shows 43.33% strongly agreed, 36% agreed, 3 respondents were not sure whilst one disagreed that their skills development influence motivation. 79 % of the respondents pointed out that having development of their skills is a motivating. It is highly probably that by improving their skills employees acquires new knowledges or initiative which results in satisfaction in achieving set targets or objectives. However, 1 respondent disagreed that skills development influence motivation.

4.3.2 Employee recognition influencing motivation

Figure 14: Employee recognition influencing motivation

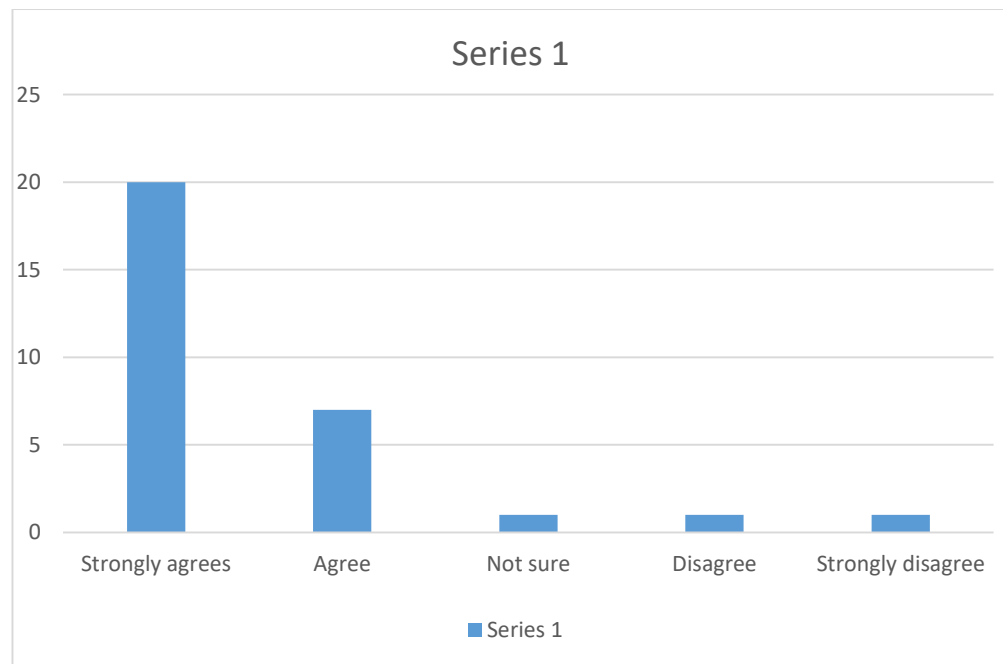


Fig 14 on responses on employee recognition influencing motivation shows that 20 strongly agreed, 7 agreed that employee recognition influence motivation whilst 1 respondent was not sure, 1 disagreed and also another one strongly disagreed that employee recognition influences motivation. The results show that 90% of the respondent agreed that employee recognition influence motivation. This concurs with Weightman (1999) who stated that recognising employee`s contributions enhances morale and motivates employees to work better.

4.4 Effects of motivation on performance

4.4.1 Effects of employee motivation on job satisfaction

Figure 15: Effects of employee motivation on job satisfaction

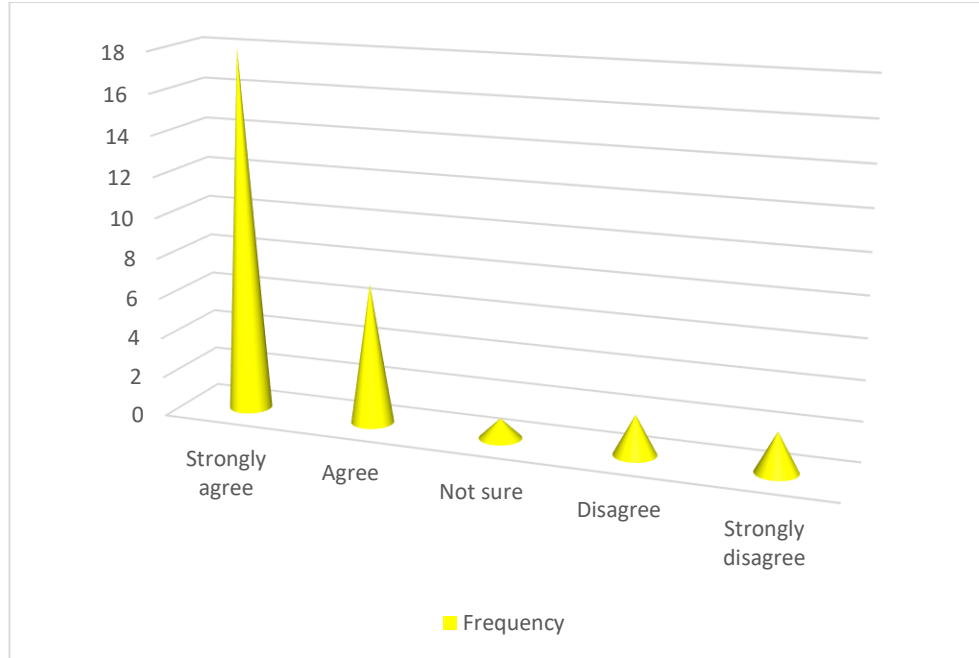


Fig 15 on responses of employee motivation impacting on job satisfaction show that 18 respondents strongly agreed that motivation has an impact on job satisfaction, also 7 respondents were in agreement. However, 1 respondent was not sure whilst 2 respondents disagreed that employee motivation affects job satisfaction.

4.4.2 Effects of employee motivation on absenteeism

Figure 16: Effects of employee motivation on absenteeism

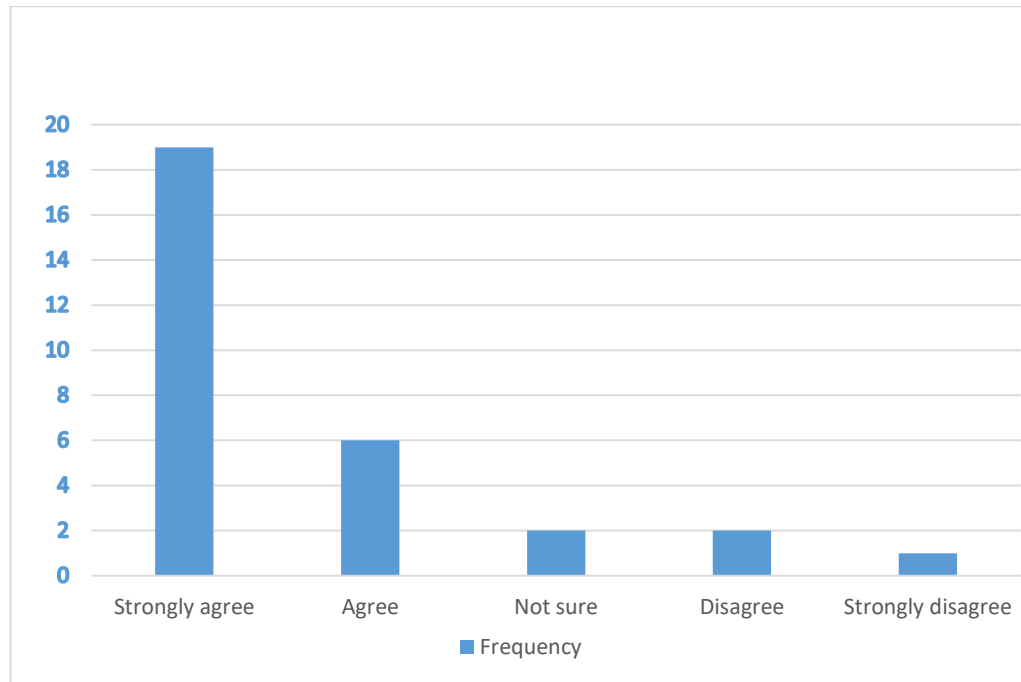


Fig 16 on responses of employee motivation affecting absenteeism show that 19 respondents and 6 respondents strongly agreed and agreed respectively that employee motivation has an impact on the rate of absenteeism. 2 respondents were not sure of the impact of employee motivation on absenteeism whilst 2 respondents and 1 respondent disagreed and strongly disagreed respectively that employee motivation has an effect on absenteeism.

4.4.3 Employee motivation`s impact on labour turnover

Figure 17: Responses on employee motivation impact on labour turnover

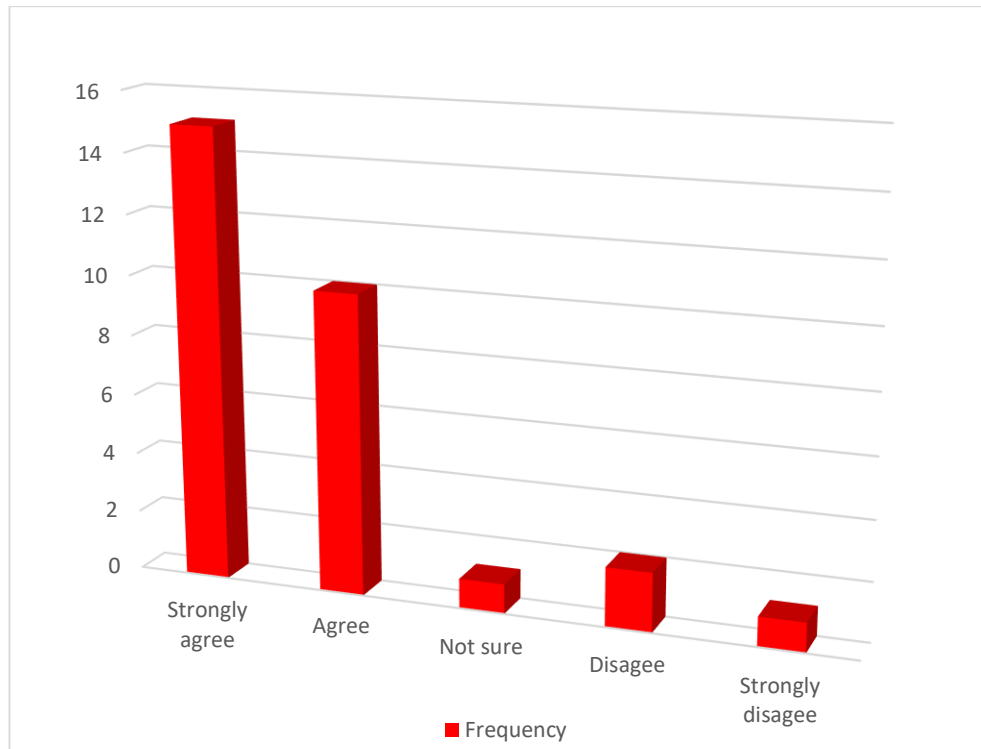


Fig 17 on responses on employee motivation have an impact on labour turnover shows that 15 strongly agreed that motivation affects labour turnover, whilst, 7 respondents agreed to the same sentiment. However, 2 respondent disagreed whilst 1 respondent strongly disagreed that motivation influences labour turnover.

4.4.4 Employee motivation impacting on work quality

Figure 18: Responses on employee motivation impacting on work quality

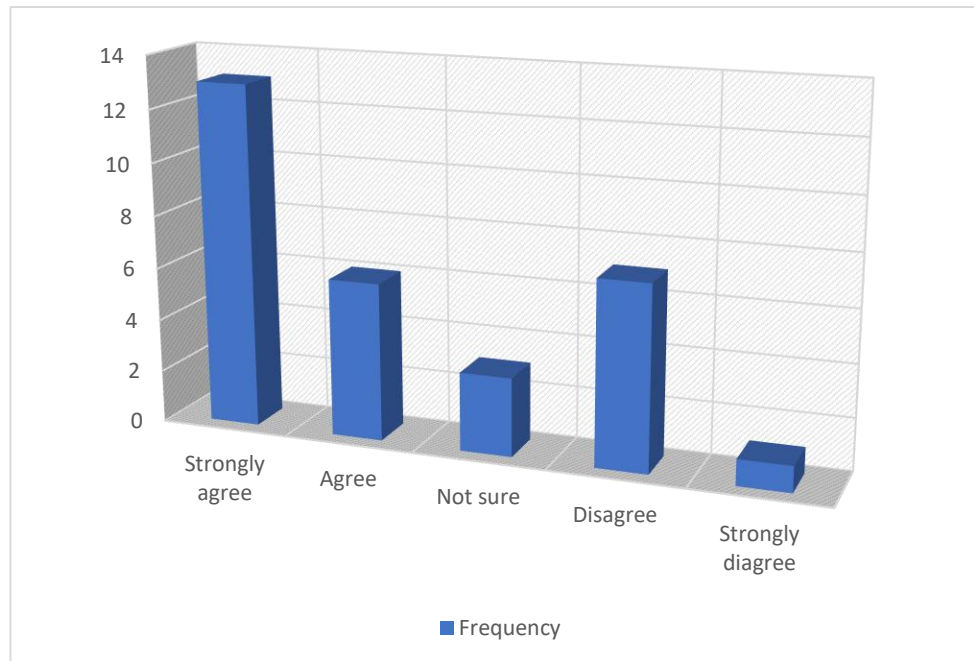


Fig 18 on responses on employee motivation have an impact on quality of work shows that 43.33% strongly agreed that motivation affects quality of work, whilst, 20% respondents agreed that motivation impact on quality of work. However, 2 respondent disagreed whilst 1 respondent strongly disagreed that motivation influences quality of work.

4.5 Discussion of Research Findings

Table 4.1 on response showed the majority of the respondents 83% were between the age of 26 and 54. Only two respondents are above the age of 55 years, given that in the Public Service, a member is allowed to retire after attaining the age of 55. Only two respondents were below the age of 24 which can be attributed to the fact that there has been a general freeze on recruitment since 2010. Fig 4.1 on Gender of respondents show data which is skewed towards males which might be a depiction of the remnant of the social imbalances which discriminate against women. Fig 4.2 on responses on educational qualifications shows that 93.33% of the respondents have at least a tertiary qualification. Accord to research studies conducted by Bante and

Wiersema (1992), discovered that the level of education reflects an individual's reasoning ability and skills. On the length of service on the respondents shows that 63.33% of the employees have serviced for a period of more than 16 years. This shows that the Ministry has been able to retain its employees. In addition, it can be inferred from the results that there are opportunities for career progression which is motivating employees to remain in the Ministry.

80% of the employees were in agreement with the fact financial incentives influences motivation. The results support the theoretical predictions of Fredrick Taylor, Scientific Management theory which postulate that money is the most important motivating factor to increase productivity. According to Armstrong (2007), money is a motivator since it satisfies a lot of needs including Maslow's physiological needs. In addition, money can buy things which shows their status. However, 10% of the employees were not in agreement with the notion that financial incentives are a motivator. This is why we have employees who are prepared to perform voluntary or charity work for no pay. In addition, money is not an incentive in boring and fatiguing jobs.

80% of the employees agrees that working conditions influence motivation levels. This is concurring with the research by Akinyele (2007) who discovered that favourable working conditions guarantees the well-being of employees which in turn invariably encourages them to apply themselves to their responsibilities with a higher level of morale. In addition, a working environment with State of art equipment and facilities improve the performance of employees as well as enhance their motivation and morale as confirmed by Bartoo (2004), who stated that "equipment and tools using modern technology should be provided to employees to further improve their performance and to enhance their motivation".

A combined total of 63.33% of the respondents agreed that communication system positively influences motivation. With effective communication employees feel that they are valued and that they are an integral part of the ministry. Communication motivate employees, building trust, creating shared identity. It accords employees an opportunity for individuals to express

emotions, share hopes and ambitions and to celebrate their accomplishments. This confirms to the studies of Sirota, Mischkind and Meltzer (2006), who discovered that managers who openly and regularly communicate with their employees observe a large increase in employee morale.

At least 73% of the employees are motivated by the nature of their job, probably the ministry has structured the duties in such a way that employees are satisfied. This might help explain the high level of retention of employees. However, 4 respondents might be perceiving other factors as being more critical to their “drives”.

4.6 Summary

The chapter the data presentation, analysis and discussion. The chapter began with the analysis of the demographics of the respondents. It ended with the discussion of the research findings.

CHAPTER V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter the researcher concluded the research by summarising the research problem, research design used, literature review findings and where possible giving implications of the research findings.

5.1 Summary

The study set out to investigate the extrinsic and intrinsic motivational factors influencing work performance in the Ministry of Industry and Commerce. A sample of 30 employees from the Head Office was used and a descriptive survey. Quantitative methods of data collection were used given that research findings were more likely depicted from data in figures. Limitations encountered included the lack of adequate financial resources and the research had to rely on sampling staff from the Head Office.

In spite of the limited time constraints, the limited interviewing skills by the researcher, findings and observations were made and the following conclusions were drawn:

Employee motivation varies greatly from one individual to another, however, there are common factors which more or less impacts consistently on the motivation of employees depending on the personality, beliefs and attitudes of an individual. To a greater extent the level of motivation of employee will impact on the performance of employees. If the level of motivation is high there is high probability that employees will excel in their endeavour, whilst the inverse is also true. In addition, there are intrinsic and extrinsic which also contribute to motivation

5.2 Recommendations

The researcher acknowledges that the study was under on a case study of the Ministry of Industry and Commerce head office staff only which has a very small population in comparison to other line ministries and was also carried out

within a very short pace of time. Therefore, the researcher strongly recommends that future research studies be conducted incorporating large population so as to enhance validity and reliability.

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Appendix I: A letter to seek permission

Bindura University of Science Education
P Bag 2010
Bindura

7 February 2023

Secretary for Industry and Commerce
Dr M. Sibanda

Dear Madam

REQUEST FOR PERMISSION TO CARRY OUT RESEARCH IN THE MINISTRY

I am a final year student at Bindura University of Science Education, undertaking a Bachelor of Business Studies (Honours) degree in Human Capital Management. I am conducting a research on the “**Analysis of Extrinsic and intrinsic motivational factors influencing performance in the Ministry of Industry and Commerce**”.

I am kindly seeking your permission to carry the research with the Ministry of Industry and Commerce.

Your assistance will be greatly appreciated.

Yours faithfully

Gurure Barnabas

Appendix II

All correspondence should be addressed to

“THE SECRETARY”

Telephone: 730081/7; 791823/7 702731
Facsimile: 704116/723765/729311
E-mail: miit@indandcom.co.zw
Telegrams: “TRADEMIN”, Harare
Private Bag CY 7708, Causeway,
Zimbabwe



Reference: **NP/33**

**MINISTRY OF INDUSTRY AND
COMMERCE**
Mukwati Building
4th Street/Livingstone Avenue
Harare
Zimbabwe

20 February 2023

Mr Barnabas Gurure
Bindura University of Science Education
P Bag 2010
Bindura

Dear Mr Gurure

**PERMISSION TO CONDUCT RESEARCH ON ANALYSIS ON EXTRINSIC
AND INTRINSIC MOTIVATIONAL FACTORS INFLUENCING WORK
PERFORMANCE IN THE MINISTRY OF INDUSTRY AND COMMERCE**

Reference is made to your letter dated 07 February 2023 requesting permission to conduct research on “Extrinsic and intrinsic motivational factors influencing work performance.”

Please be advised that your request to conduct the research within the Ministry has been approved. Please note that you must submit a copy of your final thesis to this Ministry for record keeping.

W. Kaerezi (Mr)

For: SECRETARY FOR INDUSTRY AND COMMERCE

Appendix III: Introductory letter and Questionnaire

I am a final year student at Bindura University of Science Education undertaking Bachelor of Business Studies (Honours) in Human Capital Management. I am carrying out a research on the “**Analysis of Extrinsic and intrinsic motivational factors influencing performance in the Ministry of Industry and Commerce**”. The information gathered from this research will be used purely for academic purposes and your responses will be treated confidential. May you please feel free to complete the questionnaire.

Your cooperation will be greatly appreciated.

Yours faithfully

Barnabas Gurure

Section A: General and demographic information

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

1. **Work Position:** Director ☐ officer ☐ Assistant
2. **Gender:** Female ☐ Male ☐
3. **Age:** Below 25 ☐ 25 to 34 ☐ 35 to 44 ☐ 45 to 54 ☐ Above 55 ☐
4. **Educational Background:**
Secondary ☐ Certificate/Diploma ☐ Degree or Higher ☐ Masters of Higher
5. **Years of service**
6 to 10years ☐ 11 to 15years ☐ 16 to 20years ☐ 21 to 25 years ☐
26 and above ☐

With respect to following section please tick the level of agreement with each statement:

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

	Extrinsic motivational factors	SA	A	NS	D	SD
6	I am motivated by financial incentives such as salary, allowances and bonuses					
7	Physical working condition affects my motivation					
8	The organization`s communication systems influences my work performance					
9	The nature of my job keeps me motivate					
10	The organization`s management style influences my motivation					
	Intrinsic motivational factors					
11	The extent to which I am being trained and developed at work has an impact on my motivation					
12	The level of recognition and appreciation in my organization impact my level of motivation at work					
	Effects of motivation on performance					
13	Job satisfaction is as a result of high levels of employee motivation					
14	I believe the level of employee motivation in my organization has a direct impact on employee absenteeism					
15	The level of employee motivation has a direct impact on employee turnover					
16	I believe the level of employee motivation in my organization has a direct impact on quality work production					

Interview Questions

1. Can you mention some of the factors that motivate you in your work?
2. In order of importance, can you rank the factors that motivate you
3. Do you feel that you are recognised for the work done?
4. Mention factors that you think can determine your work performance?
5. Mention some the factors that satisfy you and those that serve as dissatisfaction to you as an employee.
6. Which factors do you think can determine your work performance?
7. According to you, what changes can be made to help improve motivation?