



**MIDLANDS STATE UNIVERSITY**

***FACULTY OF SOCIAL SCIENCES***

**DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT**

**An analysis of Employee Motivational Strategies on Organizational Effectiveness in Zimbabwean Parastatals: Case of the Zimbabwe Electricity Transmission & Distribution Company (ZETDC) from 2008 up to 2016.**

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**Dissertation Submitted to the Midlands State University in Partial Fulfillment of the Requirement for the Bachelor of Science in Politics and Public Management Honours Degree.**

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## DECLARATION

This is to certify that this research project entitled “*An analysis of employee motivational strategies on organizational effectiveness in Zimbabwean Parastatals: Case of the Zimbabwe Electricity Transmission & Distribution Company from 2008 up to 2016*” submitted in partial fulfilment of the requirement of the Bachelor of Science in Politics and Public Management Honours Degree to the Midlands State University, comprises only my original work and due acknowledgements have been made in the text to all other materials that were used.

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## **ABSTRACT**

Employee motivation is an essential tool in promoting organizational effectiveness. Basically, motivational strategies are factors that rejuvenate the degree of employees' commitment. At the same time organizational effectiveness denotes the ability of an organization to fulfill its required obligations. ZETDC has been perceived by its clients as rude, incompetent and negligent thus leading to corporate damage. The attitudes and behaviors of employees at ZETDC have been expressed through unethical practices such as corruption, bribery, fraud, negligence towards customers and running of entrepreneurial businesses hence threatening achieving ZETDC's objectives. The purpose of this research paper was to examine the effectiveness of current employee motivational strategies at the Zimbabwe Electricity Transmission & Distribution Company (ZETDC) and establish the relationship between organizational effectiveness and employee motivation. Nevertheless, the findings were that ZETDC's motivation strategies only favour a minority group, particularly top level employees, and the effectiveness of the organization is largely hindered by lack of motivated employees who form the majority of workforces. In all public sector organizations, motivation either intrinsic or extrinsic essentially contributes to employee satisfaction and thus enhances productivity and organizational effectiveness. The study concluded that ZETDC is lacking motivated employees to attract commitment and hence recommendations were proffered to change employees' attitudes towards goal attainment. The more employees are empowered, treated fairly and with their efforts appreciated, the more they become more committed to achieving organizational goals. Again, engaging all employees in training and development programs motivates them to proficiently and passionately carry out new points of challenges and also helps in self-development. At the same time, salary delays and stopping of overtime payments are dissatisfying and can only attract unethical survival strategies hence jeopardizing organizational efficiency and effectiveness. The study utilised the mixed method approach where a mixture of both qualitative and quantitative techniques was used in the collection and presentation of data. Questionnaires, interviews, documentary review and observations were used to collect data. For data presentation and analysis, results of assessment were categorized according to themes and at the same time, data that relates to the measuring instrument was summarized by means of tabulation, charts and graphical representations. All necessary ethical considerations were observed throughout the research.

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## **DEDICATIONS**

I would like to dedicate this research paper to my mother for her love and support in all tunnels of my life. Special dedication also goes to Dr Strive and Tsitsi Masiwa who made me reach where I am today.

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## **ABBREVIATIONS**

AIDS- Acquired Immune Deficiency Syndrome

CAAZ- Civil Aviation Authority of Zimbabwe

CEO- Chief Executive Officer

GMB- Grain Marketing Board

HIV- Human Immune Virus

HRM- Human Resources Management

NRZ- National Railways of Zimbabwe

NSSA- National Social Security Authority

PSC- Public Service Commission

PSMAS- Premier Service Medical Aid Society

TANESCO- Tanzania Electricity Supply Company

ZBC- Zimbabwe Broadcasting Corporation

ZCTU- Zimbabwe Congress of Trade Unions

ZENT- ZESA Enterprises

ZERA- Zimbabwe Energy Regulatory Authority

ZESA- Zimbabwe Electricity Supply Authority

ZETDC- Zimbabwe Electricity Transmission & Distribution Company

ZIMASSET- Zimbabwe Agenda for Sustainable Socio-Economic Transformation

ZIMRA- Zimbabwe Revenue Authority

ZPC- Zimbabwe Power Company

## **CHAPTER ONE: 1.1 INTRODUCTION**

The purpose of this research is to investigate and analyse public sector Human Resource Management strategies in Zimbabwean parastatals paying special attention to the Zimbabwe Electricity Transmission & Distribution Company (ZETDC). Among the chief aims of employee motivation include increasing responsiveness to clients, productivity as well as aggregate employees' morale. The study will capture the background of the study, relevant history and current information surrounding public sector Human Resources Management strategies in promoting employee motivation. The statement of the problem will bring out concerns that need to be addressed with the vision, issue statement and the method to be used to solve the problem. The research will also capture the research objectives, research questions, and justification of the study to generate a concept in relation to public sector employee motivation.

### **1.2 BACKGROUND OF THE STUDY**

The world over, employee motivation is the most prominent factor that compels employees to carry out their designated tasks or goals. During the colonial era, Africans were not defined or identified as employees at all and their plights were not heeded to. Black people were not regarded as worthy of dignity or treated with respect at workplaces but rather commodities or resources to be manipulated for profit. From the early post-colonial era, Human Resources' motivational strategies in Zimbabwean public sector entities would generally take the form of salaries, promotions and rewards, fringe benefits, and these were to some extent more influential and this explain why there has been efficiency and effectiveness in service delivery by public sector entities. According to Latham (2007) the 20<sup>th</sup> Century witnessed the development of theories as frame works for predicting, explaining and influencing motivation and these theories focused on employee needs, cognition and characteristic of job itself.

However, from the late 1990's going upwards, the economic environment in Zimbabwe presented challenges, as public sector entities began to struggle in delivering their mandated services. Over the past twenty years, Zimbabwean parastatals and other state enterprises have been struggling to survive due to lack of motivated employees and poor corporate governance practices. Nevertheless, having studied that employees are different, scientists concluded that public sector employers need to understand the different types of their workforces rather than

employing a one size fits all. Bandura (1989) supports this as he alluded that a focus solely on monetary incentives neglects the affective self-evaluative rewards of performance attainment. The origin of the problem as accounted in preceding studies has been that the Zimbabwean public sector was hard hit with a quick commercialization of public enterprises that quickly flooded the corporate intensive care unit (CIU) of the sector, coupled by deteriorating infrastructure, shortage of foreign currency and skills flight (Zhou, 2012).

Henceforth, motivating workforce is now one of the challenges being faced mostly by public sector managers in underdeveloped countries like Zimbabwe. ZETDC is a subsidiary of ZESA Holdings (Pvt) Ltd responsible for the transmission of electricity from the power stations and the distribution to end users. It was established in 2007 as a result of a union between Zimbabwe Electricity Transmission Company (ZETCO) and Zimbabwe Electricity Distribution Company (ZEDC). Chirasha, Sithole and Kunaka (2013) also argue that ZETDC handles large portfolio of electricity and civil works, development projects and maintenance nature to balance supply and demand and the presence of competitors in the past few years has been minimal; it has allowed the firm to gain control of the market. Among the chief aims of employee motivation at ZETDC is to increase responsiveness to clients and increase employees' and consumers' morale. In contemporary Zimbabwe, reward and recognition programs are now ambiguous and often given in response to the manager's perception when an employee perform exceptionally well (Attwood, 2006).

The mission of ZETDC is to provide adequate, safe, reliable electricity and other related services at competitive prices. The 2013 economic blue print, Zimbabwe Agenda for Sustainable Socio-Economic Transformation, reveals that energy is a key enabler to productivity and socio-economic development and as such developmental interventions that help address challenges faced by the organization will be handy over. However, the power utility has been underperforming resulting in failure by the company to adequately provide reliable electricity countrywide. Over the past eight years, there have been increased electricity blackouts or shutdowns due to a mismatch between supply and demand. ZETDC has been struggling to bridge the gap and this has also affected the operation of heavy industries hence slowing down production.

ZETDC has been perceived by its clients as rude, incompetent and negligent thus leading to

damage of corporate's image and reputation. Corruption, bribery, fraud and running of entrepreneurial businesses at the organisation have become dominant unethical practices militating against the realization of organizational goals. Literally, employees in Zimbabwean parastatals do not have the zeal towards achieving organizational objectives due to lack of adequate motivation. Employees do not feel that they are an investment to the organization at all hence they lack commitment. Several cases of unethical behaviors such as theft, bribery and fraud have been reported up to date. Gumbo (2014) cited in the Herald newspaper of 3 March that the power utility (ZETDC) is losing potential revenue due to electricity thefts by a syndicate involving its employees. Gumbo (2014) further noted that some employees are identifying consumers who owe thousands of dollars to the power utility then negotiate to supply them with meters and cancel the bills.

Therefore, motivating employees at ZETDC will increase commitment, productivity and promotes employee responsiveness to clients. There is a positive relationship between employee motivation and organizational effectiveness. Employees' behavior and their performance are largely influenced by living and working environments. If employees feel that they are not recognized or valued then this ultimately explains a change in their behavior and performance. Debates have stormed among different scholars on what exactly motivates employees for them to properly and passionately carry out their designated tasks. Prior to past researches, the argument has been that employees are different hence they are motivated differently. Therefore, motivating employees will ultimately change their attitudes and behaviors towards achieving organization's effectiveness.

### **1.3 STATEMENT OF THE PROBLEM**

The research seeks to examine the effectiveness of current motivational strategies at ZETDC in stimulating organizational effectiveness. ZETDC's objectives are hindered by lack of motivated employees to curb unethical practices which are dominant among its employees. The power utility has been perceived by its clients as rude, incompetent and negligent thus leading to corporate damage. Employees' behaviors and attitudes towards goal attainment have been expressed through unethical behaviors such as fraud, bribery, corruption, moonlighting, irresponsiveness or negligence towards customers and the running of entrepreneurial activities at the work place. This clearly shows lack of effective motivational strategies to induce

employees to passionately and properly carry out their designated tasks to promote organizational goals. The prime fallacy was that good wages were always the primary motivational factor among employees regardless of the industry by which they are employed, (TsangWong, 1997). The output of this research will be a reflection to other organizational developments that can change attitude of employees towards organization's effectiveness and goal attainment.

## **1.4 RESEARCH OBJECTIVES**

The study seeks to satisfy the following research objectives;

1. To explore current employee motivational strategies at the ZETDC.
2. To assess the impact of employees' attitudes on the realization of the ZETDC objectives.
3. To analyse the effectiveness of the human resources management's strategies on employee motivation at ZETDC.
4. To examine the factors militating against the full implementation of employee motivational strategies and realization of ZETDC objectives.
5. To proffer recommendations on enhancing employee motivation in Zimbabwean parastatals.

## **1.5 RESEARCH QUESTIONS**

The study is going to answer the following research questions:

1. What are the current employee motivational strategies at the ZETDC?
2. To what extent have employees' attitudes influenced the realization of the ZETDC objectives?
3. How have human resources management's strategies impacted on employee motivation at ZETDC?
4. What are the factors militating against the full implementation of employee motivational strategies and realization of ZETDC objectives?
5. What recommendations can be proffered on enhancing employee motivation in Zimbabwean parastatals?

## **1.6 JUSTIFICATION OF THE STUDY**

The research output will be a reflection to other organizational developments that can be adopted to add to the existing stock of knowledge in changing attitude of employees and promoting attainment of company objectives. The research will proffer recommendations that will boost employees' moral, change their attitudes and attract commitment to curb issues of negligence towards customers, theft, fraud, absenteeism and running of private businesses during working hours at ZETDC and other parastatals in Zimbabwe. Findings will also allow Human Resources practitioners to apply programs in planning and implementing future changes in terms of determining the best strategies in public sector employee motivation to enhance organization's effectiveness.

This research will fill in literature gaps by adding to the existing knowledge in as far as the subject of employee motivation is concerned. The research will identify loopholes in other scholarly researches that have yet contributed much to the understanding of employee motivation and develop a concept to establish the relationship between organizational effectiveness and motivation.

Also, the study intended to provide a platform for further research in the area of employee motivation and mainly the practices that would add towards improved organizational effectiveness. The research was carried out in partial fulfillment of the requirements of BSC in Politics and Public Management Honours degree at Midlands State University. The results of the study will be noteworthy to the academics studying in the field of Public Administration for further research and add to the existing body of knowledge in the part of public sector employee motivation.

## **1.7 DELIMITATIONS**

Delimitations describe the boundaries or parameters set for a research investigation (Simon and Goes, 2013). There are a number of parastatals in Zimbabwe, however, the research sets boundaries and of interest to this study is the Zimbabwe Electricity Transmission & Distribution Company (ZETDC). Participants were selected only from ZETDC Head Office, Harare Region and Southern Region due to their convenience. The time frame of the study is from the period

2008 up to 2016. Delimitations in this research will be reasonable so as to show that conducting the research was possible. Public Sector Human Resource Management strategies can fit in many dimensions including retention, training and development, performance management but the dimension of interest in this study is on employee motivation.

## **1.8 LIMITATIONS**

According to Prince and Murnan (2004:66-67) limitations of the study are characteristics of design or methodology that impacted or influenced the interpretation of the findings from a research. They are the constraints on generalizability, applications to practice, and/or utility of findings that are the result of the ways in which you initially chose to design the study and/or the method used to establish internal and external validity. This research was affected by issue of securing permission from the ZETDC management. ZETDC is a bureaucratic organization in which the researcher had to follow all the channels and sometimes experienced difficulties in securing appointments. Again, there was a challenge in questionnaire response rate due to commitments, limited time and negative perceptions from the respondents. The researcher also faced challenges in obtaining information which was considered to be confidential and organization's talk of secrecy but ultimately succeeded to persuade those with the essential statistics.

## **1.9 STRUCTURE OF THE STUDY**

This research paper is segmented into five chapters. Chapter One is the introductory chapter which defines the study in terms of its focus and scope and includes the introduction of the study. It also gives the background information, the statement of problem, justification of study, objectives, delimitations, limitations and ethical considerations upheld in carrying out the research.

Secondly, Chapter Two is literature review and theoretical framework in which the study branches from and provides an account of what has been published on employee motivation by credited scholars and researchers. The purpose of this integrative chapter is to examine the current position of scholarly research on HR employee motivation strategies and finally indicate

research gaps. The chapter will also look into theories that have been propounded and proven by scientists to extensively explain the subject of motivation and lastly give country experiences.

Thirdly, Chapter Three presents the research methodology used in carrying out the study including methods of data collection, data analysis and presentation methods that are to be used. The researcher will demonstrate on how she intended to go investigating the research question and will capture study population, sampling and sample selection and the methods used in collecting data mainly document analysis, questionnaires, cross-sectional observations and face to face interviews. Lastly is data analysis and ethical considerations that were held in carrying out the study.

Chapter Four is the presentation and analysis of research findings. This chapter captures presentation and analysis of findings obtained through questionnaires, interviews and document analysis. The researched utilized a mixed method research design and the results of assessment were categorized according to themes and at the same time data that relates to the measuring instrument was summarized by means of tabulation, charts and graphical representations. This chapter also scrutinized both written and contextual data and explained occurrence of certain events.

Lastly is Chapter Five which captures the introduction, summary of findings, conclusions, recommendations and finally the conclusion. This chapter highlights an overview of the entire research and offers conclusions as well as recommendations towards issues centered on human resources motivation strategies in promoting organizational effectiveness in Zimbabwean parastatals.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 INTRODUCTION**

Literature will be reviewed to get a better understanding of the importance of employee motivation to the overall performance an organization. The purpose of this integrative chapter is to examine the current position of scholarly research on employee motivational strategies and finally indicate research gaps. This chapter will capture definition of key terms, types of

motivation, the notion of work motivation and identify some of the basic motivation strategies. Literature will be reviewed on other key players that promote motivation in public sector organizations as well as exploring the nexus between employee motivation and work performance in relation to goal attainment. The chapter will also look into theories that have been propounded and proven by scientists to extensively explain the subject of motivation and lastly give country experiences and structure of the study.

### **2.1.1 Defining Motivation**

Various explanations have been propounded by credited scholars to the term “motivation”. According to Webster’s new Collegiate Dictionary (2017) a motive is a need or desire that causes a person to act. At the same time Badu (2005) defined motivation as a human psychological characteristic that add to a person's degree of commitment. It is the management process concerned with prompting employees' behavior. Again, Bartol and Martin (1998) relate motivation to the force that stimulates behavior, provide direction to behavior, and underlies the tendency to prevail. In other sense individuals must be adequately enthused and energetic. They must have a clear focus on what is to be achieved, and must be willing to commit their energy for a long period of time to realize their aim in order to achieve organization’s goals.

Again, Tosi, Werner, Katz and Gomez-Mejia (2000) argue that motivation has both psychological and managerial meaning. They psychologically defined motivation as the internal mental state of a person that relates to the initiation, direction, persistence, intensity and termination of behavior. The managerial meaning motivation on the other hand refers to the activity of managers to induce others in order to produce desired results or goals. Vroom (1964) related motivation as intimate to the 'voluntary actions. He defined motivation as a process governing choices made by people amid alternative forms of voluntary activities. People are different and therefore this means that they are motivated by different things instead of a one-size fits all. Motivation thus is a blend of internal pushes and external pulls.

Moreover, Baron (1983) defined motivation as a set of processes concerned with a kind of force that rejuvenates behavior and directs it towards achieving specific goals. Robbins (2005) defined motivation as the “willingness to exert high levels of effort toward organizational goals, conditioned by the effort’s ability to satisfy some individual need”. According to Robbins (2005,

pg.262), a need is an internal state that makes certain outcomes appears attractive and an unsatisfied need creates tension that stimulates drives within an individual. These drives generate search behavior to find goals that if attained they will satisfy the need and lead to the reduction of tension (Robbins, 2005).

### **2.1.2 Defining Strategy**

The term strategy has been defined extensively by some credited scholars. According to Cambridge Dictionary (2017) a strategy is a long-range plan for achieving something or reaching a goal, or the skill of making such plans. English Oxford Dictionary (2017) defined a strategy as a plan of action designed to achieve a long-term or overall aim. At the same time, Andrews (1980, pp.18-19) argues that corporate strategy is the pattern of decisions in a company or organization that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue. Therefore employee motivation strategies in public sector organizations are central in achieving organization's effectiveness.

According to Moore (2017), human resources management strategy is the overall plan that leads the implementation of specific HRM functional areas that guide personnel decisions. She further asserted that all functional areas of HRM strategies need to match the overall business strategy. The American Management Association articulates that a high-potential organization is one that has clearly defined performance measures and top leaders influence employees in the importance of workplace behaviors that affect the realization of company goals. HRM strategies therefore determine the success of an organization and especially where employees enjoy working and are appreciated. Therefore, in successful organizations employees are the most important resources and are recognized for their excellent performance levels that promote organization's effectiveness.

### **2.1.3 Organizational Effectiveness**

According to the Business Dictionary (2017) organizational effectiveness denotes the efficiency with which an organization is able to meet its objectives. Thibodeaux and Favilla (1996) defined organizational effectiveness as the extent to which an organization, by the use of certain

resources, fulfills its objectives without depleting its resources and without placing undue strain on its members and or society. Thus organizational effectiveness is measured by how an entity efficiently and successfully meets its desired and intended objectives.

Zammuto (1982) is of the view that organizational effectiveness can be understood using the goal model which describes organizational effectiveness in terms of the extent to which an organization attains its objectives. According to Sixsigma (2017) organization's products and services are considered to be successful only if customers can receive them. Thus when an organization has some challenges and is taking more time to deliver services then efficiency and effectiveness are ultimately compromised.

### **2.1.3 The Notion of Work Motivation**

Locke and Latham (2004) acknowledged that motivation it powers human's attainment of skills and the extent to which they use their ability. According to Locke and Latham (2004), the concept of motivation is include internal factors that impel action and to external factors that can act as enticements to action. Three aspects of action that motivation can affect include direction (choice), intensity (effort), and duration (persistence). Motivation can affect both the acquisition of people's skills and abilities and also affects the extent to which they utilize their skills and abilities (Locke and Latham, 2004). Employee motivation is therefore largely associated with organizational goal accomplishment.

Bandura (2007) maintains that motivation is primarily concerned with how behavior is activated and maintained. In public sector organization, motivation either intrinsic or extrinsic largely contributes to employee satisfaction and thus enhances performance and organizational effectiveness (Bhattacharyya, 2007). Lawler (2003) strongly argues that in the twenty-first century, treating people right is not an option but a necessity. Studies conducted have revealed that people are different and therefore this means that employees are motivated differently. Managers use their knowledge of employees' variances to shape the rewards over which they can control. Some of the rewards that employers allocate include pay, promotion, performance based reward, independence and opportunity to participate in decision-making. According to Robbins (2009) managers need to make rewards contingent on performance.

## **2.2 TYPES OF MOTIVATION**

### **2.2.1 Intrinsic Motivation**

There are two types of motivation namely intrinsic and extrinsic motivation. Lawler (1969) argues that intrinsic motivation is the degree to which feelings of esteem, growth, and competence are expected to result from successful task performance. Herzberg (1957) concurs with Lawler as he affirms that intrinsic motivation is done for reasons that are internal to one's self. It is for self-satisfaction and not for the fear of a consequence. This view confines intrinsic motivation to an expectancy approach and expectancy theory which clearly indicates that intrinsic and extrinsic motivations summate (Porter & Lawler, 1968). Managers are defied to motivate workforce to work towards realization of organization's goals and their own personal goals.

Adding on, Amabile (1993) affirms that individuals are believed to be intrinsically motivated when they seek satisfaction of curiosity, interests, or personal challenge in the work. Intrinsic and extrinsic motivation is based on the individual perception of task and his or her reasons for charming in it. They further argued that intrinsic motivators arise from an individual's feelings with regards to the activity and they are necessary to adhere to the work itself. De Charms (1968) suggested that the introduction of an extrinsic reward put the individual in a dependent position relative to the source of the reward.

More so, in line with the concept of intrinsic motivation, De Charms (1968) proposed that external rewards might undermine intrinsic motivation. He additionally asserts that individuals seek for personal causation and because of the desire to be the "origin" of his behavior; man keeps struggling against the constraint of external forces. Thus when a man perceives his behavior as originating from his own choice, he will value that behavior and its results but when he perceives his behavior as originating from external forces, that behavior and its results, even though identical in other respects to behavior of his own choosing, will be devalued. De Charms (1968) further argued that intrinsic and extrinsic motivation may interact, rather than summate that is the introduction of extrinsic rewards for the behaviors that was intrinsically rewarding may decrease rather than enhance the overall motivation.

In addition Frey (1997) noted that high intrinsic work motivation evolving from work which is interesting involves the trust and loyalty of personal relationships and is participatory. However, mostly intrinsic motivation is affected by external interferences like performance based rewards. Fray (1997) again suggested that the important matter is whether the external intervention is in the form of a command or a reward. Commands are most controlling in the sense that they seize independence from the manager, while rewards can allow independence of action, (Fray, 1997).

In relation to this study, Coyle-Shapiro and Kessler (2002) are of the view that the strength of employees' obligations to the organization and their willingness to fulfill them depends on their belief that the organization has fulfilled its obligations to them. Taylor (1911) in his scientific management model argued that motivation result in mental revolution on the part of the workers as to their duties. He went on to say that one will have the desire to perform a specific task, because its results are in accordance with his belief system or fulfills a desire and therefore importance is committed to it.

### **2.2.2 Extrinsic Motivation**

Extrinsic motivation originates from external factors and performance is increased because of what has been said. Skinner (1953) postulated that individuals are motivated when their behaviors are reinforced. Amabile (1993) supports this as he maintains that individuals are alleged to be extrinsically motivated when they engage in work to gain some goal that is part of the work itself. Extrinsic motivators although they may be dependent on the work, however, they are not rationally an integral part of the work. Extrinsic motivation thus pushes one to perform a task for noticeable rewards rather than for the fun of it thus promoting attainment of organization's goals.

Straker (2002) suggests that rewards can decrease internal motivation as people work to gain the reward rather than because they like doing the work or believe it is a good thing to do. Ryan and Deci (2000) maintain that extrinsic motivation thus contrasts with intrinsic motivation, which refers to doing an activity simply for the enjoyment of the activity itself, rather than its instrumental value. Extrinsic motivation means that a person's motivational inducements are coming from outside rather than from inside. Therefore, one can deduce that extrinsic motivation

in public sector organizations is an external facet that induces a person to act for the realization of organizational goals.

## **2.3 MOTIVATION STRATEGIES AND ORGANIZATIONAL EFFECTIVENESS**

### **2.3.1 Health and Safety**

According to Oxford dictionary (2017) occupational health and safety refers to regulations and procedures intended to prevent accident or injury in workplaces or public environments. The World Health Organization (WHO) defines health as a state of complete physical, mental and social well-being of a person. Occupational health and safety is thus an fundamental factor in achieving decent, safe and healthy working environments. According to the International Labour Organization (ILO) occupational health and safety encompasses the social, mental and physical well-being of workers in all level of employment. Statute laws impose other general duties, specific duties, and create government bodies with powers to regulate workplace safety issues although details of this may vary from jurisdiction to jurisdiction.

In Zimbabwe, at a universal level occupational health and safety laws that are applicable to all sectors of employment include the Labour Act, Chapter 28.01 and NSSA (Accident Prevention and Workers Compensation Scheme). This is exemplified by Labour Relations regulations S.I.202 of 1998 that prohibits discrimination on the ground of AIDS/HIV status, including prohibition of mandatory testing for HIV as a precondition of employment and the duty to respect the confidentiality of HIV status of employees. In most countries, public sector employers do provide with medical aid covers and other insurance schemes which may cover accidents.

### **2.3.2 Training and Human Capital Development**

According to Tettey (2006), training refers to the process of changing in thought, behavior and action as a result of changes in knowledge, skills and competence. It is believed that engaging in training and development widens ones compatibility with opportunities for advancement and equips one with the ability to competently tackle new levels of responsibility and challenges, (Mutuku, 2014). Training is considered as a form of human capital investment whether that

investment is initiated by individual or by the organization. Training provides employees with specific skills or help correct deficiencies in their performances, while development is an effort to provide employees with abilities that the organization will need in future (Chew, 2004). The purpose of training in the work context is to develop the abilities of the individual and to satisfy the current and future manpower needs of the organization.

Largely, parastatals in Zimbabwe have presented a shortage in modern skills because employees have not moved with the modern human capital development trends. Technological advancements have also seen most employees being unable to embrace the new changes and this have led to a common problem of overstaffing and low productivity. This is evident in organizations such as the Grain Marketing Board (GMB), National Rails of Zimbabwe (NRZ) and Zimbabwe Broadcasting Corporation (ZBC) where the companies are suffering from high wage bills brought about by overstaffing and by low or no budgets for training or the lack of planning by management for staff development (Mazapu, Hvadi, Mandizvidza and Xiongyi, 2016).

Opportunities for training and development are amongst the factors that promoting employee retention. According to Dockel (2003), investment in training is one way to show employees how important they are to the organization hence making them to stay for long. Samuel (2008), states that employees also consider training, education and development as crucial to their overall career growth and goal attainment and will be motivated to remain and build a career path in an organization that offers such opportunity. However, it is worthy to note that not all jobs require training for development especially in the case of general hands.

### **2.3.3 Promotion and Rewards**

Reward refers to anything that an organization gives to the employees in response to their contribution or performance to keep employees motivated for future positive behavior (Armstrong, 2009). The purpose of the reward management strategy is to promote practices which attract, retain and motivate high quality employees. Therefore human resource managers need to rewards and recognise achievement of the best performances. This helps employees to know that they are valued and their efforts and contributions are appreciated (Jenkins, 2009). Employees' morale can be boosted by acts of recognition that draw attention to the value of their

work or it can be deflated by lack of recognition (Harvat, 2004). Rewards can be in the form of cash, bonuses, and recognition among others.

Armstrong (2000) believed that reward for compensation management comprises of designing, implementing and maintaining remuneration systems which are geared to the improvement of organizational performance. Harrison (2005) affirms that employee recognition is the timely, informal or formal acknowledgement of a persons or teams behavior, effort or business result that supports the organizations goals and values, and which have clearly been beyond normal expectations. Appreciation is a fundamental need and employees respond to appreciation expressed through recognition of their work because it confirms that their work is valued. Employees tend to stay in organizations where they feel their capabilities, efforts, performance and contributions are recognized and appreciated by others. Frequent recognition may be given in less formal ways. For example, the completion of a task could be rewarded by a “thank you” or a “well done”, a confirming smile, a sense of appreciation.

However, promotions at Zimbabwean parastatals are largely based on nepotism and political backgrounds and have led to poor performances. Machokoto (2000) argue that the appointee system in Zimbabwean public sector environment was and still remains one of the causes compromising professional ethics. Nepotism therefore acts as a de-motivational factor and threatens good corporate governance practices.

The reward policy also differentiates between jobs on the basis of skills, education, responsibility and grades and at the same time a huge difference between least paid and highly paid employees can stand as a demotivation factor (Smith, 2015). He further asserted that when such differentiation is not in place, the result is intra-grade disputes. Proper reward policy always aims at reducing these conflicts and hence is the duty of a government to decide on minimum and maximum wages. The government may wish to control wages and salaries in order to boost the income of lowly paid groups to minimize differentials among the highest and lowest paid groups and control inflation (Smith, 2015).

### **2.3.4 Employee Empowerment and Acknowledgement of Success**

Bennis (1989) defined employee empowerment as an approach to leadership that authorizes subordinates as a main constituent of managerial and organizational effectiveness. This will ultimately make them feel that they are an investment and important assets to the organization. According to Richards (2017) employee empowerment generally means the process of allowing employees to have an input and control over their work, and the ability to openly share suggestions and ideas about their work and the organization as a whole. When employees are empowered they become more committed, loyal and diligent. By and large, empowering makes personnel feel appreciated and that their feedback on performance is valuable for the organization. Griffin & Moorhead (2010) maintain that employee empowerment and participation in organization decision making is a key motivational strategy that organizations can use to enhance employee motivation for improved performance. Thus empowerment gives someone responsibility and authority to act and power to make decisions in absence of a supervisor.

At the same time employee acknowledgement is a powerful tool for making employees more productive. To acknowledge success public sector employers can give awards to successful employees. A credit can simply be a public acknowledgment of excellence, without any tangible prize or token of excellence. According to Oxford English Dictionary an award is something that is given to a person, a group of people, or an organization in recognition of their excellence in a certain field. An award can go along with a trophy, certificate, medal or badge. It can also carry a monetary prize given to the recipient. Gratitude or appreciation for it to be of greatest impact it must be done immediately after work has been done (Riddell 2017). Muringi (2017) reported in TechnoMag that TelOne Zimbabwe went on to recognize its exceptional employees who surpassed very well to help the organization reach its projected targets. Therefore acknowledgement of success makes employees still want to do more henceforth promoting organization's effectiveness.

### **2.3.5 Fringe Benefits**

According to the Legal Dictionary (2017) fringe benefits refers to welfares granted to an employee in addition to his/her regular wages. These benefits address the physical and

physiological needs of employees. Weathington & Tetrick (2000) believe that employers use fringe benefits to create and consolidate the required base and to increase employee morale, commitment, loyalty and security. Benefits can take the form of pension schemes, insurance schemes which may cover accidents, organizational/company loans, housing guarantee schemes, company car, and educational assistance schemes as a way of retaining or dividends through employee ownership schemes.

However, in Zimbabwean public sector environment fringe benefits are only for the minority. Chiri (2016) argues that despite the poor performance of parastatals and state enterprises, the World Bank revealed that executive compensation doubled during the period under review with senior managers mostly set their own remuneration levels and in many cases overlooks statutory limits. In 2016, Zimbabwe's Auditor General (Mildred Chiri) exposed that some fringe benefits were processed outside the payroll and not subjected to tax and these cases were noted for Zimbabwe Revenue Authority (ZIMRA), Civil Aviation Authority of Zimbabwe (CAAZ), Zimbabwe National Roads Administration (ZINARA), Mineral Marketing Corporation of Zimbabwe (MMCZ) and National Museums and Monuments.

### **2.3.6 Job security**

According to the Business Dictionary (2017) job security denotes assurance that an employee has about the continuity of gainful employment for his or her work life. Job security usually arises from the terms of the contract of employment, collective bargaining agreement, or labor legislation that prevents arbitrary termination, layoffs, and lockouts (Business Dictionary, 2017). Weber (1920) supports this as he believed in a permanent lifelong contract with an organisation, where the job security of the worker is guaranteed as long as he/ she performed the set task. Weber (1920) further noted that in a life-time contract employees are not terminated thereafter on any grounds, except for severe breaches of organisation's ethics. Employees with high job security invest more in their companies out of loyalty and because they view their jobs as long term commitments (Leung, 2009).

However, job security greatly varies and depends on the prevailing economic conditions. According to Leung (2009) in times of economic growth, jobs are generally stable and conversely in phases of recession organisations can easily dismiss employees to cut costs. In

well-developed continents like Europe, job security is perceived to be relatively high because of a system of indefinite contracts and is not affected as much by economic conditions (Leung, 2009). The economic challenges currently facing Zimbabwe make employees live in fear of contracts termination. Connel (2015) noted that Six thousand (6000) Zimbabwean workers were terminated in July 2015 following a Supreme Court ruling stating that companies can now individually end workers' contracts at any time, without offering them layoff benefits, by just giving them three months' notice. This was a direct violation of employees' rights and a lot of workers were left distressed.

### **2.3.7 Social Activities**

According to Merriam Webster' Dictionary social activities are activities in which people spend time talking to each other or doing enjoyable things. All work and no play are largely demotivational. Gunnerbow (2016) stresses that employees sometimes do have very little time to socialize with their fellows and this can make them feel isolated and unaccompanied. Social activities can lighten up the mood of employees include sports, games, office dinner party just to mention a few. Stressed or strained employees often focus more on the negatives rather than the positives and this ultimately affect their performance. Some employees are victims of harassment at their homes hence the only place where they can feel comfortable is their work places.

## **2.4 OTHER KEY PLAYERS THAT PROMOTE MOTIVATION IN PUBLIC SECTOR ORGANIZATIONS**

Public sector organizations as a result of their integrated relationship with the external environments can be regarded and analyzed as open systems. Thus, it is important for public managers take into understanding the various role players when making decisions regarding the management of public personnel. The key players include the Public Service Commission, Worker's Unions and the Government just to mention a few.

### **2.4.1 Government**

In Zimbabwe, the government provides with legislations and statutes that inform the conduct of both public sector and the private sector employment. Chapter 4 section 65 of the Zimbabwean new constitution states that every employee is entitled to just, equitable and satisfactory

conditions of work. A company or organization is mandated to only pay what it can and what is within its limits. Under Section 76 (1) of the Labour Act Chapter 28:01, when an employer pleads an inability to pay in negotiations, this must be demonstrated through full disclosure of the financial position supported by the relevant accounting papers and documents.

It is also the duty of a government together with the Civil Service Commission to decide on minimum wages. According to Smith (2015) the government may wish to control wages and salaries in order to boost the income of lowly paid groups to minimize differentials among the highest and lowest paid groups.

However, through legislation the government sometimes can rule off on the termination of contracts particularly in the public sector. Since the late 1990's, Zimbabwe has been experiencing serious economic hardships which have led to massive retrenchments. Connel (2015) noted that Zimbabwe's Supreme Court ruled in July 2015 stating that companies can now individually end workers' contracts at any time, without offering them layoff benefits, by just giving them three months' notice. According to Connel (2015) more than 6000 workers were terminated within two weeks of Court's ruling. Therefore, this means that employees will not fully commit to the organization as they always stay in fear of becoming unemployed.

#### **2.4.2 Worker's Unions**

According to Investopedia Dictionary (2017) a worker's union is an organization intended to represent the collective interests of workers in negotiations with employers over wages, hours, benefits and working conditions. Worker's unions do have bargaining power or the strength to enter into negotiations with the employers. Section 75 (1) of the Labour Act of Zimbabwe states that employers and employees are required to negotiate in good faith meaning the parties to negotiations have to release all the relevant information required by all the parties. There should be no misrepresentation of facts. There should be also a visible attempt to arrive at a speedy conclusion of the negotiations.

According to Mondal (2016) trade unions promote friendliness and unity among the workers and they also discuss problems which are common to all workers. Trade Unions are a platform where workers come together and know each other and do provide some kind of entertainment and

relaxation to the workers. They safeguard the interest of employees. For example when employers do not provide any benefits such as increasing wages, granting sick leaves, giving compensation in case of accidents or when workers are not made permanent after many years of service. It is the duty of trade unions to fight on behalf of the workers and see that proper working conditions have been provided by the management so as to increase commitment by employees.

However, the massive retrenchments in Zimbabwe terrified the workers psychologically such that they become content with the little they are being paid by their employers thus trade unions in the country are now playing a peripheral role as compared to the time before economic decline (Bhebe and Mahapa, 2014). Employees in the public sector environment are no longer regarded as worthy of dignity or respect but rather commodities or resources only to be manipulated for profit. The restrictive laws and political repression have now seen ZCTU which is the largest trade union body in Zimbabwe split into factions.

### **2.4.3 Public Service Commission**

The Public service Commission is an external personnel institution of the public service that plays a fundamental role in the determination of service conditions, salaries, and levels of employment and personnel practices in the public service (Cheminais, Bayat, Van der Wald and Fox, 1998). It is responsible for dealing with grievances and disciplinary matters of public servants. According to Omalaeti (2011) in Prime Focus Magazine, it is the duty of the Public Service Commission to act as an avenue for appeal for the public servants who have been aggrieved by unfair treatment and check to possible abuse by government in the personnel field by way of corruption, nepotism and plain unreasonableness. He further noted that Public Service Commission also helps government with all problems inherent in managing the public service by giving wise advice: provided that the combined experience and wisdom of the Commission is appropriate to its new role and the independence of the Commission members is obvious to all.

However, Zimbabwe's Public Service Commission lacks endorsing power. The final say on salaries, allowances and benefits is a prerogative of the president (2013 Zimbabwean Constitution, Section 203). Section 203 (4) states that in fixing the salaries, allowances and other benefits of the civil service, the Civil Service Commission must act with approval of the

President given on the recommendation of the responsible Minister for Finance in consultation with the Minister responsible for the Public Service. Therefore, this already shows biasness and lack of transparency in the context of Zimbabwean Public Service.

## **2.5 THE NEXUS BETWEEN EMPLOYEE MOTIVATION AND WORK PERFORMANCE IN RELATION TO GOAL ATTAINMENT**

The term performance basically refers to the achievement of a pre-planned goal by either an individual or an organization. Armstrong (2001:467) defined performance management as a strategic and integrated approach to deliver sustained success to organizations by improving the performance of the people who work in them. Mathis and Jackson (2003) argue that performance management system consists of the processes used to identify, encourage, measure, evaluate, improve, and reward employee performance at work. Employee motivation is therefore an effective mechanism in the hands of management to exhaust the possibilities efficiency of operations. According to Sandhya and Kumar (2011) motivated employees give greater performance than disgruntled ones.

Motivating employees is one of the greatest challenges facing managers in developing countries. Odongo (2009) carried out a research study based on motivation profile and productivity in public enterprises in Nairobi, Kenya and concluded that people can work diligently and efficiently if there is a motive behind any designated task. Also, according to research done by Modesta, Peter (1997/1998) at Tanzania Electricity Supply Company (TANESCO) and Kidatu, it was found that, personnel could perform better after being inspired. The more efficiently an organization manages its human resources, the more successful the organization is prospectively to be. Employee motivation thus remains one of the complex subjects as it determines the level of input that employees will commit to the organization. Motivation either intrinsic or extrinsic contributes to employee satisfaction and thus enhances performance and productivity (Bhattacharyya, 2007) and this is articulated by Lawler (2003) that in the twenty-first century, treating people right is not an option but rather a necessity.

## **2.6 POOR CORPORATE GOVERNANCE MILITATING AGAINST IMPLEMENTATION OF MOTIVATIONAL STRATEGIES IN PARASTATALS.**

Prior to past researches, poor corporate governance skills in parastatals has stand as a chief factors hindering organization's effectiveness. According to Business Dictionary (2017) corporate governance denotes framework of rules and practices by which a board of directors ensures accountability, fairness, and transparency in a company's relationship with its all stakeholders. In Zimbabwe there have been mega-salaries for top officials and this has resulted in failure to pay low level employees of state enterprises (Mugabe, 2014). Staff Reporter (2013) reported in the Standard Newspaper that the resentful and voiceless ZBC employees had not been paid for an incredible three months. Rusvingo (2014) affirms that some employees were failing to buy food, pay rentals for accommodation and school fees for their children some of whom had since dropped out, solely because they were not being paid their hard earned salary by the employer. "The hungry and bone-looking employees said, with tears welling up in their eyes, the fat looking ZBC Management was arrogant whenever they are asked for their salaries and better working conditions and inadequate as they are" said Rusvingo (2014).

Adding on, Ncube and Maunganidze (2014) lament that absence of standardization of remuneration for State owned enterprises executives has remained one of the key factors in the rise of such overcompensation. Nyashanu (2013) reported in the News Day of 10 December that the ZBC CEO was getting \$40 000 per month amid revelations that the ordinary ZBC employees had spent several months without receiving anything. Ncube and Maunganidze (2014) postulated that events currently in parastatals leaves a lot to be desired as reports indicate that amid of poor service delivery and employee welfare senior managers and directors are living a lavish life through rewarding themselves mega salaries, with the blessings of their deferent boards. Service delivery in all the affected parastatals has been extremely pitiable with executives pocketing hefty salaries, but their employees earning peanuts and the general public eating humble pies as in the case of ZBC and PSMAS (Ncube and Maunganidze, 2014). This has resulted in a public outcry with fingers being pointed to the Zimbabwean Corporate Governance System since the dawn of independence to date, (Zhou, 2012). Identical

## **2.7 CHALLENGES MILITATING AGAINST REALIZATION OF COMPANY GOALS IN THE ZIMBABWEAN PUBLIC SECTOR ENVIRONMENT**

In Zimbabwean public sector organizations lack of employees' motivation has led to absenteeism, moonlighting, lack of employee retention, lower service, higher operating costs for recruitment and selection as well as training. Lee-Ross (2009) argues that absenteeism takes place when employees do not report to work. An employer of choice tries to maintain a positive attitude, by valuing employees and treating them fairly. According to Memmott and Growers (2002), managers and supervisors can create a positive and supportive environment, which can result in retaining better employees and motivating employees in their jobs hence contributing to organization's effectiveness.

When employees are not fully motivated they seek other survival strategies. According to Sibanda, Mavenga, Maunganidze and Ncube (2014) the prevailing economic conditions in Zimbabwe may discourage employees from changing jobs even though they are not paid by their employer so that they pursue compensatory actions to survive. This is evident in the case of NRZ workers and according to Sibanda, Mavenga, Maunganidze and Ncube (2014) extreme organizational circumstances are causing NRZ employees to behave in an unexpected manner to secure their survival.

The Zimbabwean public sector environment has been characterized by fraud, moonlighting and running of entrepreneurial businesses during working hours. Kunaka, Matsheza and Mashumba (2002:12) defined fraud as a misrepresentation done to obtain prejudicial or partial advantage by giving or receiving false advantageous information. Fraud involves alteration of information, facts and expertise, by persons who seek to draw a private profit. Fraud is when a public official who is responsible for carrying out the orders and tasks assigned to him or her by his superiors manipulates the flow of information to his private profit. This ultimately militates against attaining organization's goals.

## **2.8 EMPLOYEE ATTITUDES AND COMPANY GOALS**

In order to understand goal attainment, job satisfaction is the first step to define. Dartey-Baah

(2010) defines job satisfaction as a psychological concept that deals with job related attitudes and characteristics such as pay and reward, policies, leadership behaviors, management styles and co-workers. Armstrong (2010) affirms that job satisfaction denotes the attitudes and feelings people have about their work. This entails that positive attitude towards work is a result of job satisfaction. According to Armstrong (2010), morale is often defined as being equivalent to job satisfaction

Behavior of employees, productivity and their discretionary efforts at work are shaped by how they interpret their working and living environment. If employees feel that they are not cared for then this ultimately explains a change in their behavior in the context of theft, fraud, absenteeism and running of private businesses during working hours. An employee's attitude mostly imitates the attitude of the management. Miksen (2017) strongly believes that managers who take a negative outlook on everything usually cause employees to do the same. He further noted that negative attitudes cause employees to become cynical about their work, leading to carelessness. Negative managers also prevent employees from growing and improving, because their management style doesn't promote positive thinking and encouragement Miksen (2017).

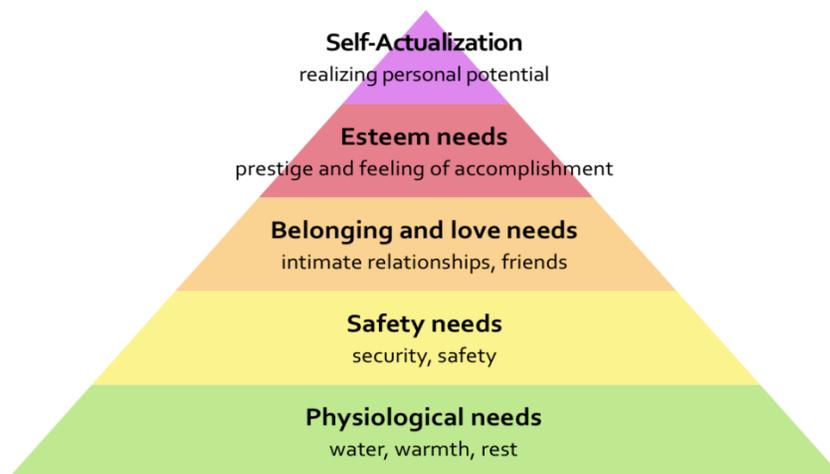
## **2.9 THEORETICAL FRAMEWORK**

The subject of motivation has been studied for over a century and researchers have made tremendous progress for explaining motivation which can be interpreted into the workplace. The maximization of employee's motivation to attain the organization's goals is only obtained through a complete understanding of motivation theories (Reid 2002). There is a wide variety of theoretical frameworks that have been developed in attempts to explain the issues related to motivation. Stoner, et al (1995) described two different views on motivation theory, given by the earliest views and the contemporary approach which can further be segmented into content and process theories. There are some theories that have been propounded and proven by scientists to extensively explain motivation to include Maslow's hierarchy of needs, Herzberg's two-factor theory, McGregor's theory X and theory Y and Scientific Management theory among others. However, of interest to this study are Maslow's Hierarchy of needs and Herzberg's two factor theory.

## **2.9.1 Maslow's Hierarchy of Needs**

The theory was propounded by Abraham Maslow in 1943. For the purpose of this study, the theory explains that every person has some necessities that need to be met and thus Maslow developed a pyramid design to explain his ideas. According to Maslow (1943), the first level in the pyramid is physiological needs. He further noted that these are basic needs that are to be met in order for every person to survive and they include food, water, clothing, sleep, sex and shelter. They are the most obvious needs for survival and if these needs are not met then the human body cannot function properly (Maslow, 1943). According to Maslow (1943) once a lower order need is fulfilled, the next level of needs in the hierarchy comes into play that is once employees satisfy the lower order needs they will then consider the next level of needs. Unsatisfied lower needs ultimately dominate one's thinking and behavior until they are satisfied Maslow (1943). Below is a diagram that summarizes Maslow's theory.

***Figure 2.1: Maslow's Hierarchy of needs.***



***Source: Abraham Maslow (1943)***

The second stage according to Maslow is the need for security. Maslow (1943) argued that once physiological needs are satisfied then safety takes precedence. Security can take the form of personal security, financial, health and safety net against accidents/illness and their adverse impacts. This means that a person's surroundings are not threatening to employees or their family. If the environment seems to be safe, then it means that there is a sense of stability in the

surrounding. Financial uncertainty can be controlled by creating a retirement package, securing job position, and insurance (Maslow, 1943).

Thirdly, Maslow (1943) believed that affiliation comes next. Affiliation denotes the need to feel a sense of belonging or to be loved. At workplace, this means that employees need to feel a sense of belonging. People have the urge to be accepted by others, especially the people they are around the most. The fourth level is explained as esteem needs. This is the view that one has of him / herself. According to Maslow (1943), in order for one to fully understand this level, a person must have a high image of him and encompass self-respect. This level has two components which are feelings of self-worth, and the need for respect from others.

Lastly, Maslow (1943) proposed that self-actualization is the last level of human satisfaction. In this particular level, the person's talents are being completely utilized. Maslow argues that no one is ever completely self-actualized. People are always striving to be better and use their talents in new ways. This is important to motivation because a person must be motivated to fulfill their needs and strive for the next level until they reach self-actualization. These needs motivate humans to care for themselves and live a rich life.

However, although Maslow's theory has contributed much to the understanding of employee motivation, the theory has some loopholes. According to behaviorists human beings are always wanting and will never get satisfied which puts-off Maslow's theory. It is misleading to conclude that human needs are classified into five different categories, and that people are motivated equally. Scholars like Wahba and Bridwell, (1973) challenge Maslow's proposition and point out that, "none of the studies has shown all of Maslow's five need categories as independent factors". Wahba and Bridwell, (1973) also maintained that studies have also proved the issue of need deprivation and the domination of behavior to be different from that suggested by Maslow. Again, results have shown that neither self-actualization nor security is the least satisfied need and social needs are the most satisfied. Therefore it is difficult to determine the general pattern and degree of satisfaction since these trends are not the same as proposed by Maslow (Wahba and Bridwell, 1973).

## **2.9.2 Herzberg's Two-Factor Theory**

The theory was propounded by an American Psychologist, Fredrick Herzberg, in the late 1950's. His theory is commonly related to Maslow's Hierarchy theory in which he amalgamated two areas of needs that motivate employees which are hygiene and motivators. The theory relates to this study in that the mental health of an employee is directly related to performing a meaningful work ("Motivation Theories"). According to Herzberg (1959) for an employee to be truly motivated, the employee's job has to be fully enriched where the employee has the opportunity for achievement and recognition, stimulation, responsibility, and advancement.

Herzberg (1959) strongly believes that some factors are "satisfying" and others are "dissatisfying." These factors became central to the theory and they include "motivators" that bring job satisfaction and "hygiene" factors that bring job dissatisfaction (Herzberg, 1959). Motivators consist of: achievement, recognition, the job itself, responsibility, job advancement, and growth (Ramlall, 2004). On the other hand, job dissatisfaction is the result of extrinsic non-job-related factors labeled as 'hygiene factors'. Armstrong (2010) argues that hygiene factors are extrinsic and describe the conditions of work rather than the work itself. Bhattacharyya (2009) affirms that hygiene factors include job security, salary, work conditions, company policy, administration, supervision, interpersonal relations with subordinates and supervisors. Herzberg (2003) concludes that employers should be concerned with the job itself and not only with the work conditions.

More so, Herzberg (1959) believed that for employees to be motivated they must feel personally responsible for the products produced from the job and this will have them working harder to achieve their own personal goals, as well as the goals of the organization. Lew and Mona (2012) maintain that by improving job content, employees get a higher sense of achievement and work enjoyment and when employees are happy with their jobs, the general mood improves and so does productivity. Thus, the advantage of this theory is that managers are able to actually work on basic needs, once identified, and then go to more complex needs of employees.

Table 2.1: Herzberg's Motivation and Hygiene factors:

Hygiene Factors	Motivation Factors
<ul style="list-style-type: none"> <li>• Working Conditions</li> <li>• Salary &amp; Job Status</li> <li>• Company Policy &amp; Benefits</li> <li>• Working Relationships</li> </ul>	<ul style="list-style-type: none"> <li>• Recognition</li> <li>• Achievements</li> <li>• Level of Responsibility</li> <li>• Need for Personal Growth</li> </ul>

Source: Pullen (2014)

According to Herzberg (1959) the factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. Herzberg concluded that job satisfaction and dissatisfaction were the products of two separate factors: motivating factors (satisfiers) and hygiene factors. Some hygiene factors include: company policy, supervision, working conditions, interpersonal relations, salary, status, job security, and personal life.

Unlike financial motivators, non-financial motivators can bring out the creativity of managers. This method does take more time on the manager, but it has longer lasting effects. For example in South Africa giving a verbal compliment to the employee could be an acknowledgement of job well done, or a particular action that the employee did that benefitted the organization. Compliments can be made in public or in private and this gives the employee reassurance that they are doing what their managers are looking for and that they are paying attention to the work being done.

However, although Herzberg's model has added very positively towards research, the theory leaves a lot to be desired. The model has been criticized for giving too much emphasis on job enrichment and has totally ignored job satisfaction of the workers (Sinha, 2016). He overlooked the importance of remuneration, status of a person and social relationships which are largely believed to be great motivators. Lew and Mona (2012) believe that certain hygiene factors are motivators to some individuals taking for example money which is a motivation to a lot of employees as it prompts them to work harder in order to gain recognition, which translates into a higher salary.

Again, Herzberg's Theory can also be inconvenient to managers where employees have low motivation needs or they do not conform to the conventional Hierarchy of Needs are concerned as noted by Lew and Mona (2012). According to Lew and Mona (2012) usually less-educated employees do not have the need for achievement and self-actualization and if managers fail to identify these types of employees they might also be dissatisfied, even though their basic needs have been fulfilled. Hence there is need for public sector employers to understand all the different types of employees in an organization.

## **2.10 COUNTRY EXPERIENCES**

A study conducted on employee motivation at the Minneapolis Gas Company in the United States (1945-1965), sought to determine what their employees anticipated most from a job. The research was a twenty-year in-depth study involving 31,000 men and 13,000 women. According to Business Performance Improvement Resource (2002) the research concluded that the most important motivator for both men and women was job security followed by job advancement, type of work and lastly company which one is proud to work for. Factors such as money, benefits and working conditions were given a low rating by both men and women.

Again, Elsevier (2012) conducted another research in Malaysia with the objective to investigate the motivation factors that influence employees to search for new jobs elsewhere. He argues that having unpleasant feelings about job may lead individuals to search alternative mechanisms in order to reduce the dissatisfaction. At workplace examination, job satisfaction is an important dimension of employee well-being, (Taris and Schaufeli, 2014). Job satisfaction is achieved when employees have happiness and excitement in performing the task, (Russell & Carroll (1999). The conclusion made was that employees have different job search motives due to different backgrounds.

Another research was conducted in 2009 at Telkom, South Africa, by Octa Commerci to investigate the overall motivational level of employees in a technical division of Telkom South Africa during change periods. Specific reasons for the established levels of motivation were identified. Basing on the six motivator factors and ten hygiene factors as presented by Herzberg, conclusions were that the only solution to motivate employees are based on informed and positively motivated employees who participate continuously in the change process at all levels.

## **2.11 CHAPTER SUMMARY**

From above, one can note that various theorists have attempted to explain the subject of motivation from different dimensions. The chapter managed to define key terms in the research study which are motivation, strategy and work performance. Literature on the notion of motivation and the two types of motivation was revealed. This chapter also identified the basic employee motivation strategies, other key players that promote motivation in public sector organizations and the nexus between employee motivation and work performance in relation to goal attainment. Again, literature was revealed on how attitude of employees can influence attainment of company goals and objectives as well as the challenges currently facing employers in the public sector environment. The chapter revealed literature on the major challenges being faced by public sector organizations in Zimbabwe. This chapter also appraised two theories that were of interest to the study namely Maslow's Hierarchy of needs and Herzberg's two factor model. Lastly, the chapter gave an account of country experiences from different research studies conducted specifically on employee motivation.

## **CHAPTER THREE: METHODOLOGY**

### **3.1 INTRODUCTION**

This chapter sets out various phases that were trailed in completing the study. Methodology describes actions taken to investigate a research problem and the rationale for the application of specific procedures used to identify, select, process, and analyze information (University of Southern California, 2017). In this chapter the researcher will demonstrate on how she intended

to go investigating the research question and will capture study population, sampling and sample selection and the methods used in collecting data mainly document analysis, questionnaires, cross-sectional observations and face to face interviews. Lastly is data analysis and ethical considerations that were upheld in carrying out the study.

## **3.2 RESEARCH DESIGN**

According to Dawson (2002), a research design describes the plan in which information is collected from the participants. It is used when the data entails determining the degree to which the variables are related and when portraying characteristics of a phenomenon. There are three types of research designs mainly qualitative research, quantitative research and mixed research design. However of interest to this study is the mixed approach.

### **3.2.1 Mixed Methods Research**

Creswell and PlanoClark (2007: p5) postulated that mixed methods research denotes research involving collecting, analyzing, and interpreting quantitative and qualitative data in a single or series of studies that investigate the same underlying phenomenon. In this study, the researcher utilized the mixed approach because it develops the research in a way that a single approach cannot. The process of offering a statistical analysis along with observations, made the research more complete. Also neither quantitative nor qualitative methods were sufficient by themselves to capture the trends and hence the need for mixing the two. When used in combination, quantitative and qualitative methods complemented each other and gave room for a much more comprehensive analysis.

## **3.3 STUDY POPULATION**

Study population is the population in which samples are going to be drawn to give researchers a manageable and representative subset of population, (Hassan 2009). In this study the Ministry of Energy was of concern, however, the research only targeted the working staff of the Zimbabwe Electricity Transmission & Distribution Company (ZETDC). The study absorbed particular groups of employees' mainly lower level staff (semi-skilled and general workers), middle level (professional and skilled workers) and top level staff consisting of executive, senior management and middle management).

## **3.4 SAMPLE SELECTION**

According to Webster (1985) a sample is a finite part of a statistical population whose properties are studied to gain information about the whole. Sampling is therefore the process or act of selecting a suitable representative part of a population for the purpose of determining parameters or characteristics of the whole population (Webster, 2017). In this study three sampling techniques were chosen mainly the stratified sampling and convenience sampling. Samples were taken from easily available regions to include ZETDC Head Office, Harare Region and Southern Region. Generally, sample selection is cost-effective as it requires fewer resources as compared to a census.

### **3.4.1 Convenience Sampling**

Convenience sampling is a nonprobability sampling technique in which subjects are selected because they are "convenient" sources of data for researchers, (Lavrakas, 2008). Convenience sampling therefore, denotes sampling by obtaining units or people who are most conveniently available. In order to select participants, the researcher utilized convenience sampling technique to select samples from conveniently available regions mainly ZETDC Head Office, Southern Region and Harare Region and data was then collected from these sampled elements. To this research convenience sampling was advantageous in the sense that travelling costs were minimized. Convenience sampling was also used for both questionnaires and interviews with ninety-two questionnaires distributed to the regions and six interviews conducted. The researcher utilized this technique because it saves time since the respondents are readily available.

### **3.4.2 Stratified sampling**

Stratified sampling denotes a probability sampling method and a form of random sampling in which the population is divided into two or more groups (strata) according to one or more common attributes (Dudovskiy, 2017). In this study the researcher divided the total population of ZETDC staff into subcategories to form three distinct groups of employees mainly consisting of lower level staff (semi-skilled and general workers), middle level (professional and skilled workers) and top level staff (executive, senior management and middle management). The use of stratified sampling technique ensured that there was no bias in choosing participants for the

research paper as it perfectly reflects the population being studied in terms of the standards used for stratification. Stratified sampling certified that certain units of the population were not underrepresented or overrepresented.

### 3.5 DATA COLLECTION

Whitney, Lind, and Wahl (1998) defined data collection as the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. In this research study, data collected from the sampled population was both qualitative and quantitative. The main research methods that were used in this study were organization’s documents, questionnaires, observations and interviews.

#### 3.5.1 METHODS USED IN COLLECTING DATA

##### 3.5.1.1 Document Analysis

Document analysis denotes a systematic procedure for reviewing or evaluating both printed and electronic material (Bowen, 2009:27). In this research document analysis was chosen because it has the advantage that it is cost-effective and saves time since documents are readily available. Newspaper articles and company reports were used as sources of information to the research study. The researcher obtained official statistics from ZETDC’s HR showing the total number of employees at the organisation in order to understand the main independent variables of the research study. Lower level employees form the majority of ZETDC workforces, followed by middle level and the minority are top level employees.

**Table 3.1: Statistics of ZETDC Staffs as at December 2016**

Region	Lower level staff	Middle level staff	Top level staff	TOTAL
Head Office	19	56	29	104
Harare Region	713	312	18	1043
Northern Region	575	207	14	796
Western Region	536	205	14	755
Southern Region	445	169	11	635
Eastern Region	374	174	12	560
<b>TOTAL</b>	<b>2662</b>	<b>1123</b>	<b>98</b>	<b>3893</b>

---

*Source: ZETDC Human Resources*

### **3.5.1.2 Questionnaires**

Gault (1907) defined a questionnaire as a research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Data was collected through self-administered questionnaires. The research made use of semi-structured questionnaires which consisted of a mixture of open ended and closed questions that formed the backbone of searching and assessing the respondent's knowledge and understanding of employee motivation for both quantitative and qualitative data.

The researcher designed a questionnaire embracing two units with the first part comprising of the demographic and operational characteristics of the study population. The second section with unstructured questions included the study objectives. The questionnaire also gave respondents ample time to fill in hence promoting accuracy. Respondents were able to provide recommendations to the identified challenges without fear of being identified. Questionnaires were advantageous in the sense that a permanent and verifiable record of the data collection effort was guaranteed. Again, large amounts of information were collected from a large number of people in a short period of time and in a relatively cost effective way.

### **3.5.1.3 Observations**

According to Oxford Concise Dictionary (2017), observation means 'accurate watching, noting the phenomenon by which they occur in the nature with regard to the cause and effect of mutual relations.' Participant observation combines participation in the lives of the people being studied with maintenance of a professional distance that allows adequate observation and recording of data, (Fetterman, 1998, pp. 34-35).

The research utilized a cross-sectional study approach at ZETDC Head Office, Harare Region and Southern. Cross section is a type of descriptive observational study involving measuring different variables in population of interest at a single point in time. The researcher favoured this technique because it was cheap and easier to conduct since there was no need to follow up as

observations were done once off. In this research observations were conducted for empirical evidence and were advantageous in the sense that they were an ideal instrument for a large size sample and that the problem of depending on respondents was decreased.

#### ***3.5.1.4 Interviews***

An interview is a discussion including questioning between the interviewer and interviewee in a purpose of gathering information on a particular phenomenon, (Kelley, Clark, Brown and Sitzia, 2003). The researcher utilised face to face interviews to collect data from ZETDC employees. Only 6 interviews were conducted with 1 from top level, 2 from middle level and 3 were from lower level employees. Questionnaires were used to structure out the interview guides hence the researcher maintained uniformity throughout the research. The research wanted to allow discussion through probing questions and clearly established the extent to which ZETDC employees were being motivated in relation to the effectiveness of the organization. The interviews would run for an average of six (6) minutes per session. All interviews were recorded using an electronic mobile phone and notes were taken. The researcher later translated the interviews from the voice format to word.

### **3.6 DATA ANALYSIS**

Data analysis is a process that seeks to reduce and make sense of vast amounts of information, often from different sources, so that impressions that shed light on a research question can emerge, (Celano, 2014). In this study the researcher analyzed the obtained data through thematic analysis and at the same time data that relates to the quantifying instrument was summarized by means of graphical representations and tabulation. Both written and contextual data was analyzed and explanations on occurrence of certain events were given. According to Welman and Kruger (2004:194) data is analyzed by means of statistical techniques in order to investigate variables and their effects. After every data collection there was an expression of key issues and noting down of key issues.

### **3.7 ETHICAL CONSIDERATIONS**

According to Strydom (2005:57) ethics are set of moral principles which are suggested by an individual or group and widely accepted. Ethical considerations are therefore, rules and

behavioral expectations about the most correct conduct towards role players. Integrity, informed consent, confidentiality, anonymity and plagiarism were upheld during the research. Shamo and Resnik (2015) argue that norms promote the aims of research, such as knowledge, truth, and avoidance of error.

### **3.7.1 Informed Consent**

In this study the researcher made use of informed consent to carry out research. Informed consent denotes open and honest communication between the researcher and study participant without undue inducement or any element of force, fraud, duress or any other form of constraint or coercion (UNC Charlotte, 2017). In this study the researcher obtained consent from ZETDC Managing Director and Human Resources and a synopsis explaining the purpose of the research was attached to the questionnaire inviting ZETDC employees to participate. The research participants were also informed about the purpose of the research. Again participants were also informed that there were no incentives for participation and were free to choose to be participants or disengage from the study at any time.

### **3.7.2 Anonymity**

Anonymity is defined by Webster (2017) as the state or quality of being unknown. The researcher took anonymity into cognizance and interview participants were assured that information would remain anonymous. In this study, data was collected and apprehended anonymously. This helped in ensuring that respondents were open and honest with their responses and comments without fear of being identified. The researcher made it clear to participants that data was going to be analysed at group level in order to de-identify the employees as it might threaten their job security.

### **3.7.3 Confidentiality**

Confidentiality refers to the researcher's agreement to privacy and secrecy in storing, presenting and sharing information obtained, (Human Genome Research Institute, 2005). In this research, confidentiality was guaranteed as the research findings were protected from external unintended users through non-disclosure of information. Data obtained from respondents and company documents was absolutely confidential and used for academic purposes only. Privacy was

assured to yield validity of the research and also to protect the respondents. Brynard et al; (1994:4) stated that a researcher should at all times and under all circumstances report the truth and should never present the truth in a biased manner to promote honesty. Confidentiality helped in gaining trust and secured the dignity of participants.

### **3.7.4 Plagiarism**

Webster (2017) defined plagiarism as the act of presenting someone else's work or ideas as yours without acknowledging or crediting the source. It is a serious academic offense hence in this study, the researcher credited all ideas and works obtained from other scholars. Information obtained from ZETDC's documents and newspaper articles was acknowledged respectively.

### **3.7.5 Integrity**

Given (2008) defined integrity as honesty and probity within the conduct of a research. Integrity is thus trademarked by sincerity and fullness on the part of the researcher and the respondents. In this research study, data was reported in all honesty and there was no fabrication, distortion or misrepresentation of information. The researcher displayed objectivity by uncovering reality on what was initiating fraudulent activities, running of private businesses, moonlighting and ultimate underperformance by ZETDC employees.

## **3.8 CHAPTER SUMMARY**

The chapter articulated and analysed the methods that were utilised in collecting research data. The researcher employed the mixed approach research design to determine the degree to which the variables were related and in portraying characteristics of a phenomenon. The chapter captured study population, sampling and sample selection. Stratified and convenience sampling were used to select participants. The chapter also looked at methods used in collecting data mainly document analysis, questionnaires, cross-sectional observations and interviews. Ethical considerations including informed consent, anonymity, confidentiality and plagiarism were upheld throughout the study. Lastly was the structure of the study that shows the chronology of research chapters from the first chapter up to the last chapter.

## **CHAPTER 4: PRESENTATION AND ANALYSIS OF FINDINGS**

### **4.1 INTRODUCTION**

This chapter captures presentation and analysis of findings obtained through questionnaires, interviews and document review at ZETDC. The research utilized a mixed method research approach and the results of assessment were categorized according to themes so as to understand employee motivation in promoting organisation's effectiveness at ZETDC. At the same time, data that relates to the measuring instrument such as characteristics of respondents was summarized by means of tabulation, charts and graphical representations. This chapter also scrutinized both written and contextual data and explained occurrence of certain events. In this chapter, the researcher analyzed findings to give meaning to the raw data.

## 4.2 RESEARCH FINDINGS

### 4.2.1 Characteristics of Respondents

In order to examine the effectiveness employee motivation strategies in promoting ZETDC's effectiveness, there was need to first understand the characteristics of respondents. This section sought to determine the overall information of the respondents involved in the study including questionnaire response rate, the duration spent in service at ZETDC and ranks or classification of respondents.

#### 4.2.1.1 Questionnaire response rate by classification of employees at ZETDC

*Table 4.1 showing questionnaire response*

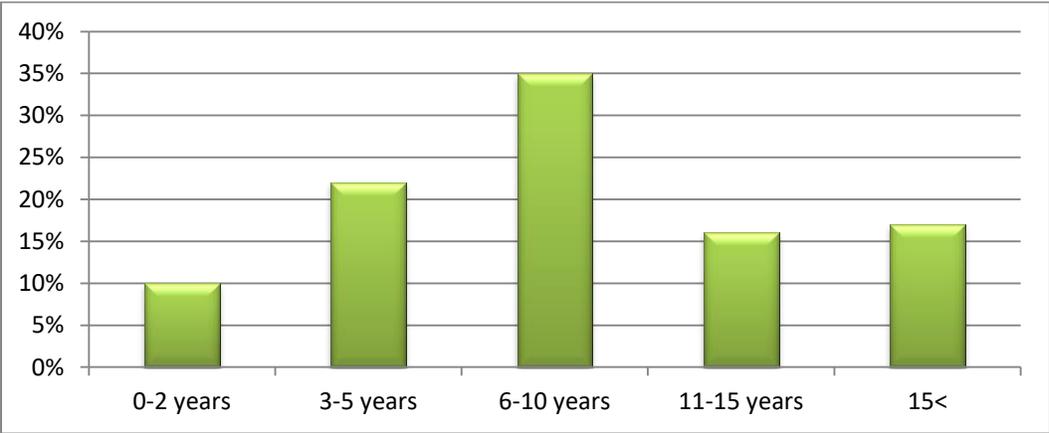
	Targeted Respondents	Total Number of responses	Response Rate -%
Lower level staff	58	52	90 %
Middle level staff	26	23	88%
Top level staff	8	5	63%



<b>0-2years</b>	6	2	0	8	9.8%
<b>3-5years</b>	14	4	0	18	22%
<b>6-10years</b>	19	12	1	32	35.4%
<b>11-15years</b>	8	3	2	13	15.9%
<b>15years &lt;</b>	7	3	4	14	17.1%
<b>Total</b>	<b>54</b>	<b>25</b>	<b>8</b>	<b>86</b>	<b>100%</b>

Source: Field Data 2017

Figure 4.2: Duration spent by respondents at ZETDC.



From figure 4.2, about 35% of the respondents have worked at ZETDC from a minimum of 6 up to 10 years and these have formed majority representation. This group is particularly made up of

full-time employees. At the same time 10% formed the least representation of employees and are from ages between 0-2 years and there is a higher possibility that these are part-time workers, or post graduate and undergraduate trainees. 22% of the staff has been working at ZETDC from 3-5 years, 16% between 11-15 years and lastly 17% have worked for more than 15 years and are the seniors at the organisation. Heathfield (2017) argue that seniority can bring higher status, rank, or precedence to an employee who has served in an organization for a longer period of time. Therefore seniority brings commitment which contributes to the accomplishment of organizational goals.

#### **4.2.2 Defining Employee motivation**

From questionnaires and interviews, employee motivation was defined by majority of respondents basically as the drive to deliver results or working towards achieving organisational goals. Respondent X defined employee motivation on a questionnaire as the way in which employees approach their duties and their level of commitment at the organisation. This was supported by respondent 1 and 2 during interviews who defined motivation as the factors that make an employee prefer to work harder. This notion is supported by Robbins (2005) who argues that motivation is the “willingness to exert high levels of effort towards organisational goals, conditioned by the effort’s ability to satisfy some individual need”. At the same time Badu (2005) defined motivation as a human psychological characteristic that add to a person's degree of commitment. Therefore, in other sense motivation is the only stimulation that induces employees to perform their work related tasks and thus promoting organisational effectiveness.

#### **4.2.3 Impact of employees’ attitudes on the realization of the ZETDC objectives**

##### **4.2.3.1 Employer to Employee Relationship at ZETDC.**

From the research findings, employer to employee relationship at ZETDC seems to be unhealthy. The research sought to examine the relationship between ZETDC management and its employees. 72% of the respondents were not satisfied with the current relationship and grieved that the employer is non-approachable. Respondent Y cited that the employer is an ‘autocrat’ and the relationship is not friendly at all. This was supported by respondent 3 from an interview who

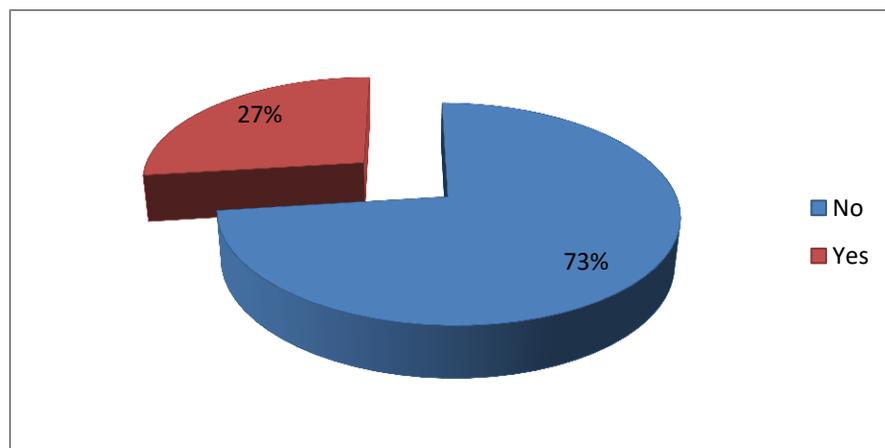
answered that the relationship is friendly to some extent depending on, region, department and sections of the organisation. 90% of respondents from the regions (Harare and Southern Region) were complaining that the treatment which they were receiving from the employer is quite different from that which is received by employees at Head Office. This shows that there is partial or uneven treatment of employees by the employer with Head Office employees being favoured most. Miksen (2017) strongly believes that managers who take a negative outlook on everything usually cause employees to do the same. An employer of choice tries to maintain a positive attitude, by valuing employees and warming up relations.

On the other hand, 28% of the respondents were of the view that communication between the management and employees has always been fair. This group of respondents argued that there are better levels of engagement with the management and that communication flows both ways. According to Memmott and Growers (2002), managers and supervisors can create a positive and supportive environment, which can result in retaining better employees and motivating employees in their jobs hence contributing to organisation's effectiveness.

#### **4.2.4 Current motivational strategies at ZETDC**

##### **4.2.4.1 Employee Empowerment and Participation in Decision making**

*Figure 4.3 showing level of participation in decision making*



*Source: Field Data 2017*

The research sought to examine the level by which ZETDC employees were being empowered and given a viewpoint in making crucial decisions. From the findings 73% of the respondents mainly from lower level and middle level staff were not satisfied and answered that power is highly centralized in the management which gives them no room to participate in decision making. Respondent Q in a questionnaire mentioned that “if we are included in decision making, we will feel that the management is appreciating us as significant contributors to the success of the organization”. This is supported by Ala and Cordeiro (1999) who argue that decision making in large companies emphasizes the flow of information and initiative from the bottom up, making top management a facilitator rather than the source of authority. Fayol (1917) believed that centralized decision making leaves little room for worker innovation as it pushes the worker to the periphery of decision making thus causing demotivation.

On the other hand, only 27% of the respondents answered that they were involved in decision making at the organization. This minority group of respondents attested that they formed part of decision makers. Henceforth, the researcher established that decision making at ZETDC is a prerogative function of the executive, senior management, middle management and partly professional employees. The research concluded that general and skilled personnel who form majority of ZETDC employees are marginalized when it comes to decision making.

#### 4.2.4.2 Awards

Findings were that ZETDC’s HRM is managing well the award system. From the research findings, 98% of respondents acknowledged that at the end of every year ZETDC’s management holds long service awards as appreciation to long serving employees. Respondent Q from a questionnaire stated that the reward system at ZETDC is concerned with awarding employees fairly, equitably and consistently in correlation to their value to the organisation. This was supported by respondent 2 from an interview who mentioned that gifts, prizes and medals are bestowed to employees who would have worked at the organisation for more than five years. Harvat (2004) concurs with this as he alluded that employees’ morale can be boosted by acts of recognition that draw attention to the value of their work and can be emptied by lack of recognition. Appreciation is a fundamental need and employees respond to appreciation expressed through recognition of their work because it confirms that their work is valued. This

becomes a clear cut that acknowledgement of success rejuvenates employees' performance hence increasing productivity.

However, only 2% of the respondents were bitter about the reward system. The researcher concluded that this could have been central to the issue of long serving as most of these respondents were still new to the organisation and they have only worked at ZETDC between the ranges of 0-4 years.

#### *4.2.4.3 Promotion*

On issues of promotion, the research findings attested that there were elements of favoritism and majority of respondents were not satisfied. About 77% of respondents from questionnaires shared the view that the management is not doing justice to employees who would have performed very well. Respondent Y confidently answered that "promotion in Zimbabwean public sector entities is largely based on nepotism and political backgrounds and this is contributing to poor performances". Machokoto (2000) shared the same sentiments as he maintains that the appointee system in Zimbabwean public sector environment was and still remains one of the causes compromising professional ethics. Nepotism therefore acts as a demotivational factor to hard working employees and threatens good corporate governance practices.

However, only 23% of the respondents had positive thoughts towards issues of promotion at ZETDC. This group argued that promotion is executed to induce employee commitment, willingness attachment and engagement to the processes of the organisation. Promotion generally means the advancement of rank, salary, duties or designation hence enticing employee's commitment and effectiveness.

#### *4.2.4.4 Job Security*

From the findings, ZETDC human resources management is reasonably embracing lifelong career commitment. 70% of the respondents answered that they were permanent employees and majority of them have been serving at the organisation for more than 6 years. Weber (1920) believed in a permanent lifelong contract with an organisation, where the job security of the worker was guaranteed as long as he/ she performed the set task. Weber (1920) further noted that

employees are not terminated thereafter on any grounds, except for severe breaches of organisation's ethics.

On the other hand, 30% of the respondents were part-time workers. This group of respondents grieved that they are always in fear of termination of their employment contracts. Respondents 2 mentioned during an interview that due to economic challenges sometimes contracts are not renewed and this leaves employees distressed. Respondent 6 from another interview mentioned that upon minor breach of ethics, the employer is insensitive and dismissal is imminent and automatic. Henceforth, the researcher deduced that the employer is capitalizing on part-time employment so as to shun the costs of permanent employment and this explains why there are several cases of fraud since these employees have got nothing to protect and after all they are going to be dismissed.

#### *4.2.4.5 Training and Human Capital Development*

From the research findings, majority of respondents were not satisfied as the management rarely organizes training and development programs. About 75% of respondents from questionnaires and 2 respondents from interviews shared the same view that the management was not doing justice when it comes to issues of training and human capital development. Respondent Z mentioned in a questionnaire that "we need training since it generates openings for career development, personal growth and mostly for future performance" Mutuku (2014) supports this as he argues that engaging in training and development widens one's compatibility with opportunities for advancement and equips one with the ability to competently tackle new levels of responsibility and challenges. This was supported by company documents, where the researcher found out that due to economic setbacks ZETDC has introduced cost cutting measures which make it difficult for the management to initiate more training engagements.

On the other hand only 25% of the respondents attested that ZETDC HRM is embracing well training and development initiatives. The management organizes professional and managerial courses for on-job training at ZESA National Training Centre in Harare. During an interview respondent 4 mentioned that trainings which were being conducted include trainings for Systems Application Products (SAP) which is new computer software that enables faster processing and accuracy of information and also customer relationship management and team building trainings.

Respondents argued that these trainings were conducted by the most qualified and experienced experts and have helped them to cope with new changes in technology as well as improving their attitudes towards customers respectively. Chew (2004) argues that training provides employees with specific skills and help correct deficiencies in their performances, while development is an effort to provide employees with abilities that the organisation will need in future. Employee training is therefore a motivational factor that tempts employees to carry out their work related tasks and ability to proficiently carry out new points of challenges thus contributing to the organisation's effectiveness.

#### *4.2.4.6 Health and Safety*

From the research findings, ZETDC human resources are satisfactorily taking reasonable upkeep of the well-being of their employees. All respondents from questionnaires (100%) and interviews answered that they are joined to a medical aid society and a certain amount is reserved for each and every employee to cater for medical aid short falls. Respondent 4 acknowledged during an interview that ZETDC has set a Risk Control department established to ensure that all health and safety issues are catered for. The respondent further noted that the main function of Risk Control together with ZETDC human resources is to ensure compliance to the health and safety legislation, and to make certain that all accidents involving ZETDC employees are reported to NSSA within stipulated times. When an employee is injured as a result of his/her duty, the person is taken for medical attention at once.

Adding on, with issues concerning HIV and AIDS, employees were satisfied as the management has developed a healthy and safety policy whereby condoms are supplied at the workplace. About 45.1 % of the respondents from top level, middle level and partially lower level were benefiting from this policy. One of the respondents from middle level employees remarked that "sex is a basic need for relieving stress". This is supported by Maslow (1946) who stresses that sex is the most obvious need for survival just like any other basic needs such as food and shelter and if these needs are not met then the human body cannot function properly.

However, the policy was received with mixed feelings. About 55 % of the respondents were indifferent towards the provision of condoms in resting rooms. Most of these respondents were arguing that sex is only done at home and not at the work place. From this, one can note that

these employees were doing technical jobs that require them to go into the field such as engineers, line's men, artisans and messengers hence they do not have favourable places to allow sexual intercourse. It was interesting to note that the HIV and Aids policy was only meant for white collar jobs or employees who spend most of their time in offices.

From an interview with one of the respondents, the researcher noted that ZETDC human resources are embracing the non-disclosure of health statuses of employees as this can physiologically affect and discourage employees. In Zimbabwe, at a universal level occupational health and safety laws that are applicable to employers and employees across all sectors include the Labour Act, Chapter 28:01 and NSSA Act. The Labour Relations regulations S.I.202 of 1998 prohibits discrimination on the ground of HIV/AIDS status, including prohibition of mandatory testing for HIV as a precondition of employment and the duty to respect the confidentiality of HIV status of employees. Wilton (2011) argues that it would be very hard for managers to argue that they value employees whilst disregarding their welfare in the workplace. The Zimbabwean National Social Security Act, Statutory Instrument 68 of 1990 requires all organisations to ensure the execution of safety, health and welfare of workers and members of the public. In other words, the statutory instrument is encouraging a positive attitude towards health and safety welfare of employees.

#### *4.2.4.7 Social Activities*

Through company's magazines and answers from respondents, the researcher noted that social activities are promoting team work within the organisation. The researcher noted that in October each year, employees at ZETDC together with those from other subsidiaries of ZESA Holdings including ZPC, ZERA and ZENT go for a sports festival at Munyati. This helps in building teams, employee morale and loyalty. Sports teach team work and help in achieving goals. This was supported by another respondent from an interview who remarked that "social activities lighten up the mood and most of us like any other workers in Zimbabwe we are being affected by the current economic challenges which place us in a stressful environment".

The Human Relations Approach (1940) shares same sentiments as it stresses that organisations are cooperative, social systems rather than mechanical ones and workers meet their emotional needs through the formation of informal but influential workplace social groups. Fighting for a

common goal with a host of other players, coaches, managers and community members teaches builds a collective team synergy and effectively communicate the best way to solve problems hence a route to victory. Stressed or strained employees often focus more on the negatives rather than the positives and this ultimately can negatively affect their performance. Some employees are victims of harassment at their homes hence the only place where they can feel comfortable is their work places.

## **4.2.5 Factors militating against the full implementation of motivational strategies at ZETDC's**

### *4.2.5.1 Unrealistic salaries for top officials*

Mega salaries for top officials have been identified among the chief factors militating against implementation of motivational strategies at ZETDC. 65% of the respondents from questionnaires pointed to un-realistic salaries for top officials which are depriving them from receiving their hard earned salaries on time. This was supported by respondent 6 from an interview who lamented that the management is prioritizing top officials and this has resulted in failure by the management to adequately pay the lower level employees and meet the pay dates. Mugabe (2014) supports this as he affirms that in Zimbabwe there have been mega-salaries for top officials and this has resulted in failure by management to pay low level employees of state enterprises. The researcher concluded that the management is ignoring the power of incentives by delaying salaries for lower level employees and this leaves them vulnerable and prompts them to look for other immoral survival strategies whilst awaiting their salaries.

Ncube and Maunganidze (2014) argue that absence of standardization of remuneration for State owned enterprises' executives have remained one of the key factors in the rise of such overcompensation for top officials. Events currently in parastatals leaves a lot to be desired as reports indicate that amid of poor service delivery and employee welfare, senior managers and directors are living a lavish life through rewarding themselves mega salaries with the blessings of their boards (Ncube and Maunganidze, 2014). Therefore, this threatens good corporate governance practices.

#### 4.2.5.2 Cost Cutting Measures

From the findings, the cutting of overtime payments as of July 2016 is largely dissatisfying and is now threatening the effectiveness of the organisation. Respondent X remarked that “cutting of overtime payment will mean that more time will be taken before faults have been attended to and we are not going to attend faults after normal working hours”. Gumbo (2016) supports this as he reported in the Financial Gazette of 21 July that ZETDC wrote to its workers informing them that overtime will not be paid for the time spent travelling from home or depot to the point where the physical work is to be done. The development has been met with resistance by the employees who accuse the parastatal of shortchanging them, (Gumbo, 2016). The power utility has stopped paying the double hourly rate for overtime worked on public holidays. Therefore, this stands as a threat to quality service which is the main objective of the organisation; to bring convenience to customers through the provision of adequate, safe, reliable electricity. The power utility has been perceived as incompetent, rude and negligent towards its customers.

#### **4.2.6 Chief factor militating against attainment of ZETDC’s objectives**

##### 4.2.5.2 Corruption

From newspaper articles and company documents, the researcher established that bribery and fraud are lagging the power utility behind. Gumbo (2014) cited in the Herald of 3 March that the power utility (ZETDC) is losing potential revenue due to electricity thefts by a syndicate involving its employees. Gumbo (2014) further noted that some employees are identifying consumers who owe thousands of dollars to the power utility then negotiate to supply them with meters and cancel their electricity bills. Statistics from ZETDC loss control has revealed that more than 600 cases of fraud have been reported from 2008 up to 2016. Therefore it becomes a challenge on the issue of reaching company’s goals.

Also, ZESA audit reports revealed that the power utility is losing a lot of revenue as some ZETDC employees were indulging in corrupt activities. According to an internal ZESA investigation of 2016, an account with a debt of “\$2,682.11 was buried” and reopened in the official’s name, adding that, at one time, the corrupt official demanded a beast from a client who

owed \$984.90. Officials also accepted bribes running into thousands of dollars and in some cases demanded sex from defaulting clients. Therefore, this clearly shows lack of purpose among ZETDC employees which can be related to lack of adequate motivation. Sibanda, Mavenga, Maunganidze and Ncube (2014) argue that the prevailing economic conditions in Zimbabwe may discourage employees from working towards achieving company goals. When employees are not fully motivated they seek other survival strategies and this ultimately militates against attaining organisational goals.

### **4.3 CHAPTER SUMMARY**

The chapter captured presentation of findings on employee motivation obtained through questionnaires, interviews and document analysis. In order to examine the effectiveness of human resources management's strategies on employee motivation at ZETDC the chapter first explained the characteristics of respondents showing gender of respondents, the duration spent in service at ZETDC, level of employment and response rate by employees. The research then summarized respondents' characteristics by means of tabulation and charts. The chapter went on to combine the presentation and the analysis of findings in line with research questions. The results of assessment were categorized according to themes, scrutinized and the study explained occurrence of certain events.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

This chapter presents summary and conclusion of findings obtained specifically at ZETDC. The chapter will give an overview of the current motivational strategies at ZETDC, the impact of employees' attitudes on the realization of the ZETDC objectives, factors militating against the full implementation of motivational strategies and realization of organisation's objectives. Lastly, the chapter will give substantial recommendations to enhance the current motivation approaches to promote organisational effectiveness in Zimbabwean parastatals. In public sector organisation, motivation either intrinsic or extrinsic largely contributes to employee satisfaction and thus enhances performance and productivity (Bhattacharyya, 2007). Employee motivation is therefore largely associated with accomplishment of organization's mission.

## **5.2 SUMMARY OF FINDINGS**

### **5.2.1 Motivational strategies at ZETDC**

#### *5.2.1.1 Employer to Employee Relationship at ZETDC*

From the findings employer to employee relationship at ZETDC seems to be unhealthy. About 72% of the respondents grieved that the employer is not approachable. Employees especially from the regions (Harare and Southern Region) were complaining that the treatment which they were receiving from the employer is quite different from that which is received by employees at the Head Office. On the other hand, 28% of the respondents argued that there are better levels of engagement with the management and that communication streams both ways. Therefore, one can note that there is partial or uneven treatment of employees by the employer depending on regions, sections and departments of the organisation.

#### *5.2.1.2 Employee Empowerment and Participation in Decision making at ZETDC*

The research sought to examine the level by which ZETDC employees were being empowered and given a viewpoint in making crucial decisions. General and skilled personnel who form majority of ZETDC employees (73%) are marginalized when it comes to decision making. On the other hand, 27% of the respondents acknowledged that they were forming part and parcel of decision makers at the organisation. Henceforth, the research established that decision making at ZETDC is a prerogative function of the executive, senior management, middle management and partly professional employees (the minority).

#### *5.2.1.3 Awards*

About 98% of respondents were satisfied and being motivated with the award system at ZETDC. ZETDC's management holds long service awards at the end of each year as appreciation to long serving employees. Gifts, prizes and medals are bestowed to employees who would have worked at the organisation for more than 5 years and appreciation is a fundamental need. Employees respond to appreciation expressed through recognition of their work because it confirms that their work is valued.

#### *5.2.1.4 Promotion*

The research findings pointed out the issue of favoritism during promotion and that ZETDC's human resources is not embracing well the issue of performance based promotion. About 77% of respondents for both questionnaires and interviews were dissatisfied and being demotivated as they shared the view that the management is not doing justice to employees who would have performed very well. However, only 23% of the respondents had positive thoughts towards issues of promotion at ZETDC. This group argued that promotion is executed to induce employee commitment, willingness attachment and engagement to the processes of the organisation. Promotion generally means the advancement of rank, salary, duties or designation hence enticing employee's commitment and effectiveness.

#### *5.2.1.5 Job Security*

For both questionnaires and interviews, 70% of the respondents were permanent employees whose jobs are secured. ZETDC human resources management is thus reasonably embracing lifelong career commitment. On the other hand, 30% of the respondents were contract workers. This group of respondents grieved that they are always in fear of termination of employment contracts. One of the respondents mentioned that sometimes contracts are not renewed and this leaves employees distressed. Upon minor breach of ethics, the employer is insensitive and dismissal is automatic for contract workers. Therefore, the employer is capitalizing on contract employment so as to shun the costs of permanent employment and this explains why there are several cases of fraud since these employees have got nothing to protect and after all they are going to be dismissed.

#### *5.2.1.6 Training and Human Capital Development at ZETDC*

ZETDC's HRM rarely organises training and development programs. About 75% of respondents shared the same view that the management was not doing justice when it comes to issues of training and human capital development. Company reports supported this as the researcher found out that due to economic setbacks ZETDC has introduced cost cutting measures which make it difficult for the management to initiate more training engagements. However, only 25% of the respondents were satisfied with the training and development engagements. ZETDC conducts trainings for Systems Application Products (SAP) which is new computer software that enables

faster processing and accuracy of information and also customer relationship management and team building trainings. These trainings have helped this minority group (25%) to cope with new changes in technology as well as improving their attitudes towards customers respectively.

#### *5.2.1.7 Health and Safety*

All respondents (100%) were satisfied with medical aid covers in which a certain amount reserved for each and every employee to cater for medical aid short falls. ZETDC has set a department called Risk Control established to ensure that all health and safety issues are catered for. Risk Control department works hand in hand with human resources to ensure compliance to the health and safety legislation, and to make certain that all accidents involving ZETDC employees are reported to NSSA within stipulated times. With issues concerning HIV and AIDS ZETDC has developed a healthy and safety policy whereby condoms are supplied in resting rooms. However the policy was received with mixed feelings as it only favours employees who spend most of their time in offices.

#### *5.2.1.8 Social Activities*

Social activities are promoting team work at ZETDC. In October each year, employees at ZETDC together with those from other subsidiaries of ZESA Holdings go for a sports festival at Munyati power station. This helps in building teams, employee morale and loyalty. ZETDC employees like any other workers in Zimbabwe are also affected by the current economic challenges which place them in a stressful environment. Stressed or strained employees often focus more on the negatives rather than the positives and this ultimately affect their performance. Some employees are victims of harassment at their homes hence the only place where they can feel comfortable is their work place.

### **5.2.2 Chief factors militating against full implementation of motivational strategies at ZETDC**

#### *5.2.2.1 Unrealistic salaries for top officials.*

Unrealistic salaries for top officials have been identified among the chief factors militating against implementation of motivational strategies at ZETDC. About 65% of the respondents

from both questionnaires and interviews pointed to huge salary bill for top officials. Respondents lamented that there were mega-salaries for top officials and this has resulted in failure by the management to adequately pay the lower level employees and meet the pay dates. The management has ignored the power of incentives as inducements for employees to properly and properly carry out their designated tasks. Therefore, salary delays ultimately stand as a demotivation factor especially to lower level employees.

### ***5.2.2.2 Cost Cutting Measures***

The research established that the cost cutting measures which resulted in the cutting of overtime payments as of July 2016 is largely dissatisfying and is now threatening the effectiveness of the organisation. This will mean that more time will be taken before faults have been attended to as ZETDC employees vowed not to attend to faults after normal working hours. The power utility has also stopped paying the double hourly rate for overtime worked on public holidays. The development has been met with resistance by the employees who accuse the parastatal of shortchanging them. Therefore, this stands as a threat to efficiency and quality service delivery which is the main objective of the organisation; to bring convenience to customers through the provision of adequate, safe, reliable electricity. The power utility has been perceived as incompetent, rude and negligent towards consumers. Again, the cost cutting measures which resulted in the cutting of overtime payments is threatening the organisation's effectiveness. This will mean that more time will be taken before faults have been attended to and ZETDC employees vowed not to attend to faults after normal working hours. Therefore, lack of purpose among ZETDC employees can be related to lack of adequate motivation.

### **5.2.3 Chief factor militating against attainment of ZETDC's objectives**

#### ***5.2.3.1 Corruption***

Corruption in all its forms has stand as a major challenge threatening organisation's effectiveness and has contributed to corporate damage. From newspaper articles, and company reports, ZETDC is lagging behind due to revenue lost through corruption. ZESA audit reports revealed that some ZETDC employees were indulging in corrupt activities with some employees

accepting bribes and in some cases demanding sex from defaulting clients. Statistics from ZETDC loss control has revealed that more than 600 cases of fraud have been reported from 2008 up to 2016. Salary delays and the cutting of overtime payments as a way of reducing costs have paved way to attract unethical survival strategies which are fundamentally lagging the power utility behind. Henceforth, the power utility is losing a lot of revenue which is a threat to organization's effectiveness.

## **5.3 CONCLUSIONS**

### **5.3.1 Impact of employees' attitudes on the realization of the ZETDC objectives**

Largely employer to employee relationship at ZETDC seems not to be friendly at all. There are elements of partial or uneven treatment of employees by the employer depending on the sections and departments of the organisation which is largely de-motivational. This explains why there is lack of common purpose among ZETDC employees resulting in unethical behaviors involving ZETDC employees. Miksen (2017) believes that employers who take a negative outlook on everything usually cause employees to do the same. An employer of choice tries to maintain a positive attitude by warming up the relations.

### **5.3.2 Current Motivational Strategies at ZETDC**

The findings offer a clear insight that ZETDC is lacking motivated employees. The motivational strategies are largely favouring top level employees. Decision making at the organisation is more of a prerogative of the management. General and skilled personnel who form majority of ZETDC employees are marginalized when it comes to decision making. Research findings also pointed out that the management rarely organizes training and development programs so as to widen one's compatibility with opportunities for advancement and ability to competently tackle new levels of responsibility and challenges. There is favoritism during promotion and that ZETDC's human resources are not embracing well the issue of performance based promotion. However, to some extent the management is trying well in motivating employees through taking reasonable upkeep of employees' health, promoting social activities, job security and managing awards as appreciation and honor to all long serving employees at the end of every year.

Appreciation is thus a fundamental need and employees respond to appreciation expressed through recognition of their work because it confirms that their work is valued.

### **5.3.3 Chief factors militating against the full implementation of motivational strategies at ZETDC**

The findings offer a flawless insight that unrealistic salaries for top officials and cost cutting measures are the chief factors militating against implementation of motivational strategies at ZETDC. Findings pointed to un-realistic salaries for top officials resulting in failure by the management to meet the dead-lines to paying the general workforces. Mugabe (2014) supports this as he affirms that in Zimbabwe there have been mega-salaries for top officials and this has resulted in failure to pay low level employees of state enterprises. At the same time, cutting of overtime payments as of July 2016 is demotivating and this will mean that more time will be taken before faults have been attended to and ZETDC employees vowed not to attend to faults after normal working hours. Henceforth, this ultimately stands as a demotivation factor to the general employees and explains why these employees are now looking for other survival strategies whilst awaiting their salaries.

### **5.3.4 Chief factors militating against attainment of ZETDC's objectives**

Largely, ZETDC is lacking motivated employees to come to the realisation of the company's objectives. Corruption in all its forms has stand as a factor jeopardising organisation's effectiveness and has helped in damaging corporate's reputation. ZESA audit reports and newspaper articles revealed that some ZETDC employees were indulging in corrupt activities with some employees accepting bribes and in some cases demanding sex from defaulting clients. Salary delays and the cutting of overtime payments as a way of reducing costs have attracted unethical survival strategies which are fundamentally lagging the power utility behind through revenue loss.

## **5.4 RECOMMENDATIONS**

From the findings, there should be participation at all levels of employment in decision making so as to instill a sense of belonging. This values employees and make them feel that they are the

most important resources within the organisation. Griffin and Moorhead (2010) support this as they argue that employee empowerment and participation in organisation decision making is a key motivational strategy that organisations can use to enhance employee motivation for improved performance. Thus empowerment gives employees responsibility and a share of authority in making decisions even the in absence of their supervisors.

To add on, it is wiser for the ZETDC management and other parastatals not to delay salaries for general workers since they form majority of employees and are the most vulnerable to accept bribes because they get low incomes which are insufficient to sustain them for a long period. There should be regulation on the remuneration for top officials in Zimbabwean parastatals so as to avoid overpayment at the expense of the general workers. Ncube and Maunganidze (2014) support this as they argue that absence of standardization of remuneration for State owned enterprises executives has remained one of the key factors in the rise of overcompensation.

Also, there should be an open relationship between the management and subordinates and no distinction of employees by region, section or department. The management should be approachable to allow better communication. This explains why there are gross unethical behaviors by ZETDC employees thus lacking common purpose. Fayol (1925) advocated for equity in his fourteen principles of management as he argued that managers should be kind and fair to their subordinates throughout all levels of scalar chain. Miksen (2017) alluded that employers who take a negative outlook on everything usually cause employees to do the same. An employer of choice tries to maintain a positive attitude by warming up the relations.

ZETDC should not cease paying overtime work but organise a strategy to reduce the payment or else faults will go for several weeks without being attended to, hence affecting the quality of service delivery. The main goal of ZETDC is to bring convenience to customers through the provision of adequate, safe, and reliable electricity. Al Jasmi (2012) concurs with this as he argued that incentive approach is the approach that motivation stem from the need to achieve external goals. Over the past one and half decades ZETDC has been seen as rude, corrupt, negligent and incompetent when it comes to the issues of attending to faults so there is need for improvement in terms of service delivery.

Moreover, the management should improve engagement of training and development programs at all levels of employment. Employee training is a motivational factor that entices employees to proficiently and passionately carry out new points of challenges thus contributing to the organisation's effectiveness. An employer of choice provides opportunities for development. Chew (2004) supports this as he argues that training offers employees with specific skills and help correct deficiencies in their performances, while development is an effort to provide employees with abilities that the organisation will need in future. .

Last but not least, it is important that ZETDC human resource management should fairly recognise outstanding performances. The management should be able to identify super performances and reward them accordingly thus motivating hard workers and giving them a greater determination towards goal attainment. Keeley (2001) supports this as he noted that seniority or promotion to higher level positions is acquired as one's colleagues collectively recognize the performance of that individual being evaluated for upgrade status and the promotion of an individual employee cannot be considered in isolation, but in relation to fairness to others in the same group. Appreciation is a fundamental need and employees respond to appreciation expressed through recognition of their work because it confirms that their work is valued so as to gain commitment towards organisational goals, (Toprakci, Beytekin and Chipala, 2016).

## **5.5 CONCLUSION**

In conclusion, largely employee motivation plays an essential part in promoting organisational effectiveness. There exists a positive relationship between employee motivation and organizational effectiveness. Nevertheless, ZETDC's effectiveness is hindered by lack of motivated employees. The current motivation strategies only favour the minority (particularly top level employees). The power utility has suffered from corporate damage as clients perceive the organization as incompetent, rude and negligent. The more employees are empowered, treated fairly with dignity and together with their efforts appreciated, the more they become committed to achieving organizational goals. Also, engaging all employees in training and development programs motivates them to proficiently and passionately carry out new points of challenges and also helps in self-development. Salary delays especially on the part of general

workers and stopping of overtime payments are dissatisfying and are attracting unethical survival strategies hence jeopardizing organizational efficiency and effectiveness.

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## **ANNEX A: Questionnaire for ZETDC Employees**

My name is Edith R. Chisango, an undergraduate student of Politics and Public Management at Midlands State University. I am carrying out a dissertation research focusing on public sector employee motivational strategies in promoting organizational effectiveness. The questionnaire is designed to collect data on factors that are discouraging employees to fulfill their obligations to the organization in order to determine additional organization's development strategies that can be employed to motivate workers. Behavior of employees, productivity and their discretionary efforts at work are shaped by how they interpret their working and living environment.

**I am kindly requesting you to complete the questionnaire anonymously in the spaces provided by giving your honest responses. Be assured that data collected from this questionnaire shall be used in absolute confidence and for academic purposes only.**

1) Indicate your job level and your Region

For example: D1, Eastern Region

.....

2) For how long have you been working at ZETDC?

Tick in the ranges of years provided below

0-2years	
3-5years	
6-10years	
11-15years	
16years and above	

3) What do you understand by Employee Motivation?

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

4) Indicate your nature of employment

Permanent                       Part-time

5) How do you describe employer to employee relationship at ZETDC? Is the relationship friendly?

.....  
.....

6) Do you participate in decision making at the organization? If any, give an example

.....  
.....

7) How is the management embracing issues of promotion and rewards at ZETDC?

.....  
.....

8) What do you say about Training and Development at ZETDC? In what way does it help?

.....  
.....

9) Is the employer embracing well Health and Safety issues?

.....  
.....

10) Do you participate in social activities at the organization? How do social activities help employees?

.....  
.....

11) In your own opinion what do you think are the chief factors militating against the full implementation of employee motivation strategies and the realization of ZETDC objectives?

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

12) In your own opinion how does an employee's attitude affect the attainment of company goals and objectives?

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

13) What are your recommendations to ZETDC's employer in order for managing and changing employees' attitude for reaching company goals?

- i).....  
.....
- ii).....  
.....
- iii).....  
.....

.....  
iv).....  
.....

***THANK YOU FOR YOUR TIME!***

## **ANNEX B: Interview Guide**

- 1) For how long have you been working at ZETDC and are you on full-time employment?
- 2) How do you describe employer to employee relationship at ZETDC? Is the relationship friendly?
- 3) How is the decision making process conducted at ZETDC?
- 4) What do you say about promotion and rewards at ZETDC?
- 5) What do you say about Training and Development at ZETDC and in what ways does it help?
- 6) Is the employer embracing well Health and Safety issues?
- 7) Do you participate in social activities at the organization and how are employees benefitting?
- 8) In your own opinion what do you think are the chief factors militating against the full implementation of employee motivation strategies and the realization of ZETDC objectives?
- 9) In your own opinion how does an employee's attitude affect the attainment of company goals and objectives?
- 10) What are your recommendations for managing and changing employees' attitude for reaching company goals?

