



**Midlands State
University**



FACULTY OF SOCIAL SCIENCES

DEPARTMENT OF POLITICS AND PUBLIC MANAGEMENT

**PROGRAMME: BSC HONOURS DEGREE IN POLITICS AND PUBLIC
MANAGEMENT**

**THE IMPACT OF EMPLOYEE MOTIVATION ON ORGANISATION
PERFORMANCE: A CASE OF ZIMBABWE POWER COMPANY (ZPC) (2013-
DECEMBER 2016**

BY

FIONAH ISHEANESU MASUDZE

R145121Y

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT OF BACHELOR OF SOCIAL SCIENCES HONOURS DEGREE IN
POLITICS AND PUBLIC MANAGEMENT**

JUNE 2018

ZVISHAVANE, ZIMBABWE

SUPERVISOR MR S. MOYO

DECLARATION

This is to certify that this research entitled *The Impact of Employee Motivation on Organization Performance: A Case Of Zimbabwe Power Company (ZPC) (2013-December 2016)*, which was put together by Fionah Isheanesu Masudze for Bachelor of Social Science Honors Degree with the department of politics and public management with Midlands State University, contains just my unique work and due affirmation has been made in the content to all other material utilized.

Fionah Isheanesu Masudze

... ..

Supervisor: Mr. S. Moyo

...

Date:

ACRONYMS

MSU.....Midlands State University

ZESA.....Zimbabwe Electricity Supply Authority

ZPC.....Zimbabwe Power Company

ACKNOWLEDGEMENTS

During my study, numerous people supported, encouraged, guided and assisted me in different ways. I would like to express my special gratitude to my Supervisor Mr. S. Moyo.

I would also like to thank my family, my Parents Mr. and Mrs. Masudze, my siblings Courage, Vimbainashe, Fortunate and Varaidzo for their endless love, support, encouragement and motivation during the entire process. I would like to thank my friends Charity Magora and Bekezela Maposa for their love and support during my study.

My MSU colleagues for the encouragement, assistance and support we shared at all times.

The Zimbabwe Power Company Team, management, staff and respondents, Mrs. F. Chibasa, Mrs. C. Mupfururirwa and Mr. G. Mushipe only to mention a few for their valuable time, honest responses and willingness to take part in this research work.

Last but not least, God, for giving me the strength and courage to carry me through the whole study process.

DEDICATION

This is a special dedication to my father Mr. A.C. Masudze. Thank you for giving me this special opportunity to learn, I know it was not easy, but here I am making you proud. I love you with all my heart father.

List of Tables

Table 4.1 : Response Rates

ABSTRACT

The study seeks to unravel the factors that affect Zimbabwe Power Company employees' motivation and the corresponding effect of the identified motivational factors on workers' performance and overall productivity. The survey revealed that, among the top ten critical factors (teamwork, work based on contract, supervision based on leadership by example and provision of equipment) had great effect on motivation as well as impact on organization performance. More so communication, love and belongingness, opportunity to undertake challenging task, identification with goal and overtime were among the critical factors. The purpose of this paper is to identify the factors that effects employee motivation and examining the relationship between organizational performance and employee motivation. The study also focuses on the practice and observance of the central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness. The organizations should design their rules, policies and organizational structures that give space to the employee to work well and appreciate them on their tasks fulfillment and achievements. This will surely lead to organizational growth.

Keywords: Empowerment, Recognition, Motivation, Organizational Effectiveness and performance, frustration induced behavior, theory.

Contents

ABSTRACT.....	7
CHAPTER I.....	11
1.0 Introduction	11
1.2 Research context: Background	11
1.3 Statement of the problem	12
1.4 Aim of the Study.....	13
1.5 Research objectives.....	13
1.6. 3 Research Questions.....	18
1.7 Significance of the study.....	19
1.8 Delimitation of the study	20
1.9 Limitations of the study	21
1.10 Summary	21
CHAPTER 2	22
Fig 3: Data Analysis and Presentation on Motivational strategies	55
CHAPTER 4: Summary, Conclusions And Recommendation.....	59
4.0 Introduction.....	59
4.1 Summary	59
4.2 Conclusions of the Study	60
4.2.1 To determine the current level of Organisational performance at ZPC.	60
4.2.2 To evaluate the current level of employee motivation at ZPC.....	61
4.2.3 To determine the impact of employee motivation on Organizational performance at ZPC.	61
4.3 Conclusions.....	61
4.3.1 Current level of Organisation performance.....	62
4.3.2 Current level of Employee Motivation.	62
4.3.3 Impact of employee motivation on organization performance.	62
4.3.4 Motivational Strategies	62
4.4.1 Management Trust of Employees	63
4.4.2 Market Leadership	63

4.4.3 Recognition of Exceptional Performance 64

4.5 Areas of Further Study 64

4.6 Conclusion 64

CHAPTER I

1.0 Introduction

This Chapter covers the Introduction, Background, and Problem Statement, Aims of the study, Research Objectives, Research questions, and Significance of the Study. It also covers the literature review, Delimitation, Limitations and a Chapter Summary.

1.2 Research context: Background

Managers within organizations are primarily responsible for ensuring the task or job is done through employees in the right way. To achieve this, managers should ensure that they have a competent Human Resources Management department for the recruitment and retention of the right employees that are capable of performing the job. For the company to optimize employee performance there is need for the employees to be sufficiently motivated (Armstrong, 2011). Therefore, motivation in theory and in practice becomes a complicated subject covering several disciplines. Although a lot of scholarly research has been conducted on motivation, this subject is not clearly understood and more often than not poorly practiced (Armstrong, 2011). Basing on this line of understanding, the motivation of the workforce impacts company performance which can only be understood through seeking to understand human nature. In order to understand how motivation impacts on organization performance, there is need to blend the appropriate motivational tools with effective management and leadership to realize this goal.

Notwithstanding the fact that motivation is very important in the determination of the employee's ability to be productive, other factors such as the resources provided to an employee to perform his or her job are equally important. Therefore, successful work performance can arise from a variety of motives. Zimbabwe Power Company is a wholly

owned subsidiary of the ZESA Holdings group of companies. Zimbabwe Power Company (ZPC) was incorporated in 1996 as an investment vehicle in the generation of electricity and became operational in 1999 following the unbundling of the electricity sector. The organization has been authorized to construct, own, operate and maintain power generation stations for the supply of electricity. ZPC currently operates four coal fired power stations, Hwange, Bulawayo, Munyati and Harare thermal stations, and one hydro power station, Kariba South Power Station. All five have a total of 1960 MW as installed capacity. ZPC is faced with a hostile economic environment which has led to its failure to maintain power generation. The only option left is to improve their performance and employees are a critical element in organizational performance improvement. Organizational success is strongly hinged on employees as they form the building blocks of an organization. This creates a nuance in the subject matter because motivation to enhance performance varies from person to person and from company to company. These are the challenges managers are confronted with in designing appropriate motivation tools that will be able to meet with the expected performance within the company. This therefore arouses more critical academic thinking within the subject area. In this light a lot of academic literature from scholars and practicing managers has attempted to resolve this intriguing academic domain on how motivation can enhance performance.

1.3 Statement of the problem

Zimbabwe Power Company is blighted by the problem of poor employee motivation and performance (ZPC Annual Report, 2013). The lack of employee motivation and poor performance is one of the contributing factors to the state of service delivery by the sector. Therefore, this study sought to investigate the impact of employee motivation on organizational performance at Zimbabwe Power Company. The findings of this study provide recommendations

to Zimbabwe Power Company management as well as assist the organization to achieve its profit and customer satisfaction objectives.

1.4 Aim of the Study

The aim of this study was to assess the impact of workforce motivation on the performance of Zimbabwe Power Company. This was achieved through conducting a quantitative research on the employees of Zimbabwe Power Company and a secondary research involving studying Zimbabwe Power Company internal records where these are available by the management. The findings of this study are expected assist ZPC management and directors to identify the appropriate motivation tools and strategies.

1.5 Research objectives

The objectives of the study were:

1. To determine the current level of Organizational performance at Zimbabwe Power Company.
2. To evaluate the current level of employee motivation at ZPC.
3. To determine the impact of employee motivation on Organizational performance at ZPC.
4. To determine the factors that increase employee's motivation
5. To examine the relationship between employee's motivation and organizational performance
6. To provide recommendations to management on how to improve organizational performance at ZPC.

1.6. 1 Literature Review

The success of an organization is a function of the motivation of its workforce. Motivation of the workforce then leads to the improved performance of the firm (Ball, 2014, Armstrong, 2013).

Lai (2014) defined motivation simply as “the reasons underlying behaviour.” However, Gredler, Broussard and Garrison (2004) in Lai (2014) defined motivation as the attribute that drives people to perform or not perform something. Motivation is either intrinsic or extrinsic. Intrinsic motivation is internally driven, that is, in the words of Lai (2014) this is “motivation that is animated by personal enjoyment, interest and pleasure.” Research in the field of social sciences and specifically in the area of motivation, often contrasts intrinsic and extrinsic motivation. Extrinsic motivation is the motivation which is externally stimulated and which is governed by reinforcement contingencies which are external. The traditional perception by the majority of researchers is that intrinsic motivation is more desirable and produces preferable learning outcomes when a comparison is made with intrinsic motivation.

Performance management is the process through which management and their subordinates gain a shared understanding of the work expectations and goals, exchange performance feedback, identify learning and development opportunities, and the subsequent evaluation of performance results (Stello, 2013; Bratton and Gold, 2013). Through performance management, organizations are able to create a sustainable workplace environment that; (i) values continuous improvement; (ii) adapts well to change; (iii) strives to attain ambitions goals; (iv) encourages creativities; (v) promotes learning and professional development; and also is engaging and rewarding for employees. Salem (2013) posits that organisational performance management and measurement is one of the most popular terms applied in public sector management. The world over, companies as represented by their management have accepted and adopted the concept of managing the performance of their operations in relation to set objectives. Organisation performance management is different from individual performance management as the later specifically is directed at personal performance of the individual worker. However, Salem (2013)

suggests that to its credit, personal performance comprises an essential part of the organization's overall performance framework. Performance management systems aim to improve the results of employees' efforts through creating linkages between these efforts with the goals and objectives of the firm. A sizeable number of performance management systems are based on new measurement approaches that include; Balanced Scorecard, Total Quality Management (TQM), Benchmark (best practice) or Business Process Re-engineering (BPR) (Salem, 2013; Armstrong, 2013; Bowen and Ostroff, 2013).

1.6.2 Theoretical Framework

The motivational theories included in this research are linked to motivation to find out what their possible influence could be on those two constructs. The motivational theories that are relevant for this research work are the **Equity theory** (Adams, 1963; in Harder, 1991; in Robbins, 2003; in Kinicki and Kreitner, 2003), **Expectancy theory** (Vroom, 1964 in Harder, 1991; in Isaac et al., 2001; in Robbins, 2003), **Goal setting theory** (Locke, 1968 in Austin and Bobko, 1995; in Locke and Latham, 2002; in Robbins, 2003; in Kinicki et al., 2003) One thing that is common for humans is to compare themselves to others. One theory that comes forth from this evaluating of one's-self and each other is Equity theory. Carrel and Dittrich (2008) depict that most theorist discussing the equity theory posit three primary points. First, employees perceive a fair return for what they contribute to their job. Second, employees then run some kind of social comparison what their compensation should be with their colleagues. Last each employee that perceives himself to be in an inequitable situation will try to decrease this inequity. Robbins (2003) and Adams (1963; 1965, in Harder, 1991) explain that the equity theory is a theory that centre's on perceived fairness of an individual. An employee reflects on how much effort he has expended and compares this to what he has got from it. After this individual evaluation of his input-output

ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists. The employee will have a feeling that he is treated fairly. In this situation of equity, the person is seemingly content and will not act to imbalance the condition (Cosier and Dalton, 1983). Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity. There are three types of equity namely external, internal, employee equity (Konopaske and Werner, 2002). External equity arises when employees use comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different job but work in the same organization. Employee equity exists when an employee compares himself to other employees who occupy the same job within the same organization. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. These comparisons can lead to job turnover when some employees perceive not to be treated fairly. Important is that equity theory shows that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to current situation when there is a perception of inequity present. On the other hand, Expectancy theory refers to a set of decision theories of work of motivation and performance (Vroom, 1964; in Ferris, 2007). Perception plays a central role in expectancy theory because it emphasizes cognitive ability to anticipate likely consequences of behavior (Kinicki et al., 2003). As said by Vroom (1964; in Kopfi, 2008), the expectancy theory has two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioural actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as either expectancies or instrumentalities. The second assumption is that individual person has effective

reactions to certain outcomes. Affective reactions reflect the Valence (positive or negative value individual place or results) of outcomes (Kinicki et al., 2003). According to the expectancy theory, individual will be motivated to perform by two expectancies (Ferris, 2007; Isaac et al. , 2001). Expectance is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. Expectancy theory primarily relies upon motivators to clarify causes for behaviours exhibited at work (Leonard, Beauvais and Scholl, 1999). External rewards are viewed as inducing motivational states that fuels behaviors, as opposed to intrinsic motivators, when behaviors are derived from internal forces such as the enjoyment of the work itself because it is challenging, interesting and so on (Isaac et al, 2011). On the other hand, in **Goal setting theory**, Locke, Shaw, Sarri and Latham (2008) defined a goal as what an individual attempts to accomplish; it is the object or aim at certain actions. The basic assumption of goal-setting is that goals are immediate regulators of human actions (Locke et al., 2008). Evidence from the goal setting research indicates that specific goals leads to increase performance and that difficult goals, when individuals have accepted them, results in higher performance than easy goals (Locke 1968 in Austin and Bobko, 1985; in Locke, 2004). Goal setting has four motivational mechanisms (Bryan and Locke, 1967; Locke and Latham, 2002). The first motivational mechanism is that goals that are personally meaningful and interesting tend to focus an individual's attention on what is important and what is relevant (Locke et al., 2008). The second mechanism is that goals have an energizing function. Simply puts, higher goals leads to more effort than lower goals (Bryan and Locke, 1967). The third mechanism is

that goals affect persistence. Persistence is the effort expended on a specific task over a certain amount of time (Laporte and Nath, 1996). Normally, the more difficult a goal is to achieve, the higher the persistence. The last motivational mechanism holds that goals affects action indirectly by leading to the arousal, discovery and use of knowledge and strategies (Wood and Locke, 1990 in Locke et al., 2002). Regarding the impact of goal setting on intrinsic motivations, Elliot and Harackiewicz (1994) show some interesting evidence in their article. They explain, by means of regression analysis that the effect of performance or mastery focused goals on intrinsic motivation depends on the degree of achievement orientation of an individuals. Goals are simultanously and object or outcome to look for and a standard for satisfaction (Locke et al., 2002). When an individual wants to achieve certain goals means that this individual will not be satisfief until he reaches that goal. Therefore, goals serve as the inflection point or reference standard to satisfaction versus dissatisfaction (Mento, Locke and Klien, 2002). (Locke et al, 2002) add to this that individuals that produce the most, those with difficult goals, are harder to satisfy. In this case, individuals that set high goals produce more as they are dissatisfied with less.

1.6. 3 Research Questions

The researcher sought to establish, determine and evaluate the employee motivation and performance by answering the following questions:

1. What is the current level of Organizational performance at ZPC?
2. What is the current level of employee motivation at ZPC?
3. WHAT is the impact of employee motivation on Organizational performance at ZPC?

4. What motivational strategies can be recommended to management to improve organizational performance at ZPC?

1.7 Significance of the study

The research took into consideration all relevant factors related to motivation and its impact on the performance of an organization with specific reference to ZPC. Results of this research study are useful for comparison purposes with other survey results. Expectations are that results of this study will contribute to the body of knowledge as well as recommend motivation strategies the Energy Sector of Zimbabwe can adopt to positively influence performance. The research is expected to benefit the following stakeholders in the following ways:

i) To the Researcher

The researcher benefits intellectually through conducting the research and reading various textbook, online articles and peer reviewed journals as she will be gathering information for compilation of the research project.

ii) Employees

The employees of ZPC may benefit from the various motivation strategies that the company will adopt after recommendations from the research study.

iii) The Energy Sector

Similarly, The Energy Sector should benefit from results through increased contentment by customers who have access to efficient services from motivated staff. the Energy Sector also have access to a number of motivation strategies as recommended by the researcher after the results have been presented.

iv) Zimbabwe Power Company

The profitability and market share of the ZPC is expected to increase after the results of the research study have been published. The company will also experience an increase in productivity base due to expected efficient and effective progress that will be at the disposal of the employees.

v) Midlands State University (MSU)

MSU should benefit from increased literature for academic purposes in the Library after the completion of this research. Other researchers will have access to results of this study which and should assist them in future researches to build up their arguments as they compile their literature reviews.

1.8 Delimitation of the study

The study investigated the impact of employee motivation on the performance of an energy sector company using ZPC as a case study. ZPC was chosen due to its accessibility to the researcher and its central location in the Harare Central Business District. The study covers the period from January 2013 to April 2017 after which the final report would be prepared and submitted to MSU.

1.9 Limitations of the study

Limitations arose as the research progresses. This included management and employee bias, unavailability of essential data and the allocation of resources. The researcher mitigated this limitation by assuring the respondents that the information that they supplied would be held in confidence. It is a natural limitation that information may not be gathered from all sources. Therefore, sampling randomly was conducted on the research subjects. Although there may be limited literature on the subject under research in Zimbabwe, this was mitigated through the citation of sources from researches conducted in other countries where related studies were conducted.

1.10 Summary

This chapter introduced the topic of the research background to the study, statement of the problem, aims of the study, research objectives, literature review, research questions, assumptions, significance of study, scope of the study, delimitations, and the structure of the research.

CHAPTER 2

2.1 Classification of motivation

The complex and variable nature of needs and expectations give rise to the following simplistic but useful, broad three-fold classification of motivation to work namely:

1. Economic reward: It is an instrumental orientation to work and includes items such as pay, fringe benefits, pension right, material goods and security.
2. Intrinsic satisfaction: This is a personal orientation to work and concern with 'oneself'. It is dependent on the individual attitude and varies from person and circumstances. It also varies from jobs and different part within the same job. It is derived from the nature of the job itself, interest in the job, and personal growth and development.
3. Social relationship: It is the relative orientation to work and familiarize with other people. It is an important feature in all set ups. It improves the supportive working relationships and teamwork and comprises friendships, group working and the desire for affiliation, status and dependency. A person's motivational, job satisfaction and work performance is determined by the strength of these sets of needs and expectation and the extent to which they are fulfilled. Some people for example may choose to forgo intrinsic satisfaction and social relationships for a short term in return for high economic rewards and others vice versa (Figure 2). This goes to confirm Horlick (nd) assertion that the vast majority of people regard money as an important and

a motivator at work but the extent of motivation depends upon the personal circumstances and the other satisfactions they derived from work (Mullins, 2005)

2.2 Factors affecting Employees' Motivation

No one works for free, nor should they. Employees want to earn reasonable salary and payment, and employees desire their workers to feel that is what they are getting (Houran. J). Money is the fundamental inducement, no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007).

Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al, 2010). Rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, 2007).

Leadership is about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baltoni.J, 2005). Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani.K, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right

for people as well as for the organization. Leadership and motivation are active processes (Baldoni.J, 2005).

Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a Win - Win connection among organizations and employees; which is considered an ideal environment in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thoughts with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani,B.O. et al, 2011)

Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai.T, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

No matter how automated an organization may be, high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensable strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Adeyinka et al, 2007).

Despite development in the project management technology workers are still the key players in the projects. They determine the success or the failure of a project; they define project goal, they

plan organize, direct, coordinate and monitor project activities. They also meet project goals and objectives by using interpersonal and organizational skills such as communication, delegation, decision-making and negotiation (Yvonne du Plessis et al., 2003). She adds “In project environments, people can be viewed as contributing problems and constraints or a providing solution and opportunities”, and concludes that human resource management is a vital component of a project. The emphasis is on the workforce and how they can be managed and led to increase their overall efficiency and effectiveness as individuals, as project teams and as the members of the organization. It is important therefore, that the right people enter the project at the right time, which they are organized and motivated as individuals and work as a team to deliver according to the project goals and therefore recognized and rewarded for their achievements. She has the following definition of performance:

Commitment: A person’s ability to complete a job successfully
Calibre: It is a term used to describe the personal qualities and ability a person brings to the job. These are the qualities of skill that enables a person’s task, and give him the capacity to cope with the demands of the job. A person’s level of calibre is associated with their inmates’ ability and the amount of training and experience they have acquired. Therefore, performance of an individual depends on his wiliness and drive to complete the task, which is his commitment. Unlike calibre, commitment is not a fixed commodity; it may change quite frequently in response, to conditions and situations the individual encounters. $Performance = Function (Caliber \times Commitment)$. The manager must use an appropriate style of leadership to control the working environment in such a manner that the workforce will be committed to do the task and so motivate themselves to achieve the objectives of the project.

Employees want to earn reasonable salary and payment, and desire their workers to feel that is what they are getting (Houran, 2010). Money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value (Sara et al, 2004). It has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al, 2007). Research has suggested that reward now cause satisfaction of the employee which directly influences performance of the employee (Kalimullah et al 2010). Rewards are a management tool that hopefully contributes to firms' performance by influencing individual or group behavior. All businesses use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees (Reena et al, 2009). To use salaries as a motivator effectively, managers must consider salary structures which should include importance organization attach to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on (Adeyinka et al, (2007). Leadership is all about getting things done the right way, to do that you need people to follow you, you need to have them trust you. And if you want them to trust you and do things for you and the organization, they need to be motivated (Baldoni, 2005).

Theories imply that leader and followers raise one another to higher levels of morality and motivation (Rukhmani, 2010). Motivation is purely and simply a leadership behavior. It stems from wanting to do what is right for people as well as for the organization. Leadership and motivation are active processes (Baldoni, 2005). Empowerment provides benefits to organizations and makes sense of belonging and pride in the workforce. In fact, it builds a win-win connection among organizations and employees; which is considered an ideal environment

in numerous organizations and their employees. Empowering can flourish virtual human capacities. Empowered employees focus their job and work-life with additional importance and this leads to constant progress in coordination and work procedures. Employees execute their finest novelties and thought with the sense of belonging, enthusiasm, and delight, in empowered organizations. Adding up, they work with a sense of responsibility and prefer benefits of the organization to theirs (Yazdani, 2011). Trust is defined as the perception of one about others, decision to act based on speech, behavior and their decision (Hassan et al, 2010). If an organization wants to improve and be successful, trust plays a significant role so it should always be preserved to ensure an organizations existence and to enhance employees' motivation (Annamalai, 2010). It can make intrapersonal and interpersonal effects and influence on the relations inside and out the organization (Hassan et al, 2010).

2.3.1 How Employee Motivation Affects Employee Performance

According to Kotelnikov (2008), the extent to which employees are motivated in their work depends on how well those employees are able to produce in their job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterised by a high level of motivation will definitely show higher work and life satisfaction. Having high level of motivation in itself is valuable for employees and a decrease in level of motivation might affect employees negatively, the motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance.

2.3.2 Ways of Motivating Employees

Worman (2008) contributing to the subject motivation enumerated the following ways of motivating employees;

1. Recognition and Attention. Worman touching on this point argued that, when employees accomplish a mission, they believe that indeed they have achieved something and have the mindset that recognition from management is an appreciation for that achievement. But the challenge is here that, most managers do not give enough recognition because they themselves do not get enough. Giving recognition to employees is something that does not come naturally to do, but requires much effort and consistency to achieve it. At ZPC, it was realised during the pilot survey that employees felt unrecognised. In that, there had been instances they felt that management should have at least given them a pat on the shoulder after successfully executing a task. The researcher therefore, contends, that employees do not all the time require cash, as it is the perception of most managers to be motivated to give off their optimum best, but sometimes mere appreciation is enough for he or she to feel at home and perform very well.

2. Applause. Closely related but, a form of recognition which comes in a very specific form. Worman (2008) maintained that physically management should applaud employees by giving them a round of applause for specific but extraordinary achievements. He buttressed the point when he indicated that, the opportune time is at meetings or social gatherings, a luncheon, or in the office. A close look at this point, it came as no surprise to the researcher when it had to follow recognition and appreciation. The two are indeed related and the onus lies with management to identify when, where and how this particular form of motivation can be employed effectively to increase performance.

3. One-on-One Coaching. Coaching is employee development which is an important aspect of every organisation. The only cost for embarking on such an exercise is time. Time in this context means you care. And it is worth noting that employees do not care how much you know until they know how much you care. Chapman (2009) added that whenever the emphasis is on positive feedback, it is only wise that the coaching is done in "public." Whenever you recognise and encourage people in "public," it acts as a natural stimulant for others who are close enough to see or hear what is taking place. Arguably one of the most effective ways of motivating employees, the study revealed that Zimbabwe Power Company as a way of motivating its staff gives senior members the opportunity to take freshmen through the rudiments of the job and who from time to time coaches them when they are chatting the wrong course.

4. Training: For whatever reasons known to management of most organisations they think that people have already been trained or have got good people who only need a little training. But Worman (2008) in his article titled "ways of motivating employees without money" disagreed and claimed that training never ends and is a continuous exercise. This is one notion shared by almost all institutions; the perception is that once you come out of school it means you are fully fledged to fit into the scheme of things. It is never the case; most fresh graduates require intensive training in addition to the knowledge acquired to be able to perform. Scheduling "tune-up" training sessions the researcher believes is very vital. Such training sessions as a matter of fact should be led by management or by a supervisor with help from specific employees who show a particular strength in the skills taught. It may be seen to be time consuming, but such

training sessions will continually enhance the performance of ZPC staff and the productivity of the business.

5. Career Path. Employees, as vital as they are to the Company, need to know what is potentially ahead for them, what opportunities there are for growth. This issue is sometimes a forgotten ingredient as to the importance it plays in the overall motivation of people. The reality is that management in recruiting staff entices them with nice packages, after employment all these nice packages vanish into thin air. In support of the argument the researcher charges that, management within their power should set career paths within their organisations if possible, promote from within. Although specific circumstances may require that management look for talent outside the company, it is always appropriate to first consider internal personnel. Such actions send a very positive message or signal to every staff member, that there are indeed further career opportunities within the organisation.

6. Job Titles. Job titles in this context Worman (2008) meant, tapping the self-esteem of people, thus, how someone feels about the way they are perceived in the workforce, which is a critical component to overall attitude and morale. Imagine a social gathering that includes some of the staff of the institution. The subject of work inevitably comes up. How will the people feel; proud, or embarrassed, to share their title and workplace? The importance of feeling proud of who you are and what you do is monumental. Management should be creative as they think of possibilities for titles. They should have staff come up with ideas giving them input into the titles. The bottom line is, you are dealing with pride and pride enhances a positive attitude and a positive attitude is the foundation for continuing success.

7. Good Work Environment: Literature reviewed brought to the fore how inaccurate results can be. Reporting on the issue Mc Coy (2000), in a study conducted asked Employers to rank what they thought motivated their people and then employees were asked to rank what really did motivate them. According to the study employers felt "working conditions" was a nine (or next to last) in terms of importance. Employees saw it otherwise ranking it Number two! Giving an indication that working conditions were very important to the way employees felt about where they work. Most staff members of ZPC highly supported this point and advocated that working in an office with pictures on the walls, plants; nice flowers, furniture, and enough space among other features generally make people feel good about their environment and give of their best for maximum performance.

8. On-the-Spot Praise: Also believed to be associated with recognition but the key thing here is timing. When there is a reason for praising someone, Hitt (2009) reiterated that management should not put it off for any reason. Promptness equals effectiveness. The study shared the opinion of Hitt. It is appropriate that employees be praised when the achievement is fresh on everyone's mind. The challenge of most management is their attitude of allowing time to creep in and snatch away any ounce of the positive impact that praise can have when it is delivered promptly.

9. Leadership Roles: Giving employees leadership roles to reward their performance will also help you to identify future promotable people. Most people are stimulated by leadership roles even in spot appearances. For example, when visitors come to your workplace use this

opportunity to allow an employee to take the role of visitors guide. A great place to hand out leadership roles is to allow employees to lead brief meetings. Utilise their strengths and skills by setting up training sessions and delegating one of your employees to lead the training. The best time to do this is when new people start (Worman, 2008). Another opportune time conducive for such actions is to assign someone who has attended an outside seminar or workshop lead a post show that is briefing the other employees regarding seminar content and highlights. The researcher observed that workers who have worked with the company for over five years are assigned these responsibilities of taking new staff through the company's working procedures and rules and in house training sessions.

10. Team Spirit: One very effective idea for most organisations has been the policy of team spirit among employees. Building a collage of creative ideas with the "Team" theme. All employees are responsible for submitting a phrase referring to TEAM on a weekly rotation. Each of these ideas (such as TEAM: Total Enthusiasm of All Members or There is no I in Team) is placed on a wall, creating a collage of Team-oriented phrases. Don't have one person responsible for this do it as a team (Worman, 2009).

11. Social Gatherings: Scheduled offsite events enhance bonding which in turn helps team spirit, which ultimately impacts your positive work environment. Outings like Christmas, Easter parties are only some of the ideas that successfully bring people together for an enjoyable time. Some others like keep fit exercises inter- departmental games are also very effective in motivating employees. At ZPC this is done through the Munyati sports Festival, long service awards and others.

12. Outside Seminars: Outside seminars are a stimulating break for employees after long period of sitting behind their computers and working. Because outside seminars are not always cost efficient for most people, management may consider on-site seminars or workshops for their staff. It can be used as a contest prize for one or two people. Then set up a structured plan for those seminar attendees to briefly recreate the seminar to the rest of your people when they return (Napaporn 2009). Doing such a thing the researcher believes may spur other employees on to give of their best with ultimate hope of being selected to be the lucky. The selection if possible should be done by colleagues by putting to vote as to who in their opinion was outstanding.

13. Additional Responsibility: There are definitely employees in every organisation who are willing, begging for and can handle additional responsibility. Such employees do not do it out of pride but their love for the job. The responsibility of management here is to identify who they are and if possible match responsibilities to their strengths and desires. This is also a smart way of motivating employees to increase performance. Giving them that additional responsibility makes them have a feeling that are responsible and equal to whatever task given and will go the extra mile to execute it with due diligence.

14. Stress Management: It is one of the silent but major factors that is causing low performance among employees (Worman, 2009). He added that there are many articles and books available on the subject and encouraged management to make the reference materials available to their people. He further recommended that, if possible, have an in-house seminar on stress management techniques. So that production time is not lost. As human beings we have our own

problems and that of family adding to it, coupled with that of the workload brings a lot of stress if not well handled affects our output which will eventually lead to low performance.

2.4 Factors affecting labor productivity

Several factors affect labor productivity and prominent among them is the basic education for any effective labour force. In addition to the above is the diet of the labour force and social overhead such as transportation and sanitation (Heizer and Render, 1999). Furthermore, motivation, team building, training and job security have a significant bearing on the labour productivity. Coupled with the afore-stated factors, labour productivity cannot be achieved without maintaining and enhancing the skills of labour and human resource strategies. Better utilized labour with stronger commitment and working on safe jobs also contribute to affect labour productivity (Wiredu, 1989).

2.5 De-motivational factors

The existence of de-motivational factors could result in decline of workers' productivity, since workers feel they have no control over their work and what they produce. Some of the de-motivation factors that reduce workforce productivity are:

- Lack of adequate planning and materials

- Improper scheduling

- Project confusion

- Frequent delays

- Constant disruption of job assignment
- Communication breakdown
- Unavailability of tools and equipment
- Overcrowded work areas and rework
- Unsafe working conditions
- Lack of recognition and training
- Disrespectful treatment
- Little feeling of accomplishment
- Little participation in decision making
- Lack of quality assurance
- Poorly trained foremen
- Poor supervision
- Restrictive procedure

Makulsawatudom and Emsley (2001) observed that, there were 8 factors which according to the craftsmen, affected productivity in construction industry. These factors were as follows:

- Lack of materials
- Lack of tools and equipment

- Incomplete drawings
- Overcrowding
- Poor site conditions
- Incompetent supervisor
- Rework and poor communication

2.6 PERFORMANCE

Herzberg (1959) says having fewer dis-satisfiers does not motivate a worker to do a good job, but only to stay in it. Worker performance clearly depends on their level of motivation, which stimulates them to come regularly, work diligently, be flexible and be willing to carry out the necessary tasks. The performance and quality of banking service depends on the quality and motivation of banking human resources. Therefore, bankers' motivation is likely to have effect on the delivery of banking service and the outcome on customer care and performance of work.

2.6.1 How Motivation Affect Performance

Motivation is the internal process that leads to behaviour that satisfies needs. Therefore, performance formula;

$$\text{Performance} = \text{Ability} \times \text{Motivation} \times \text{Resources} (2 \times 2 \times 2 = 8)$$

Looking at the equation carefully it shows that workers can have as much ability and the necessary resources at their disposal but will still fail to perform. In other words all that equation is depicting is that without motivation performance is usually below potential (Carter & Shelton, 2009).

2.6.2 How employee motivation affects employees' performance

The extent in which employees are motivated in their work depends on how well those employees are able to produce in their job. Motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation show a higher work and life satisfaction. Having a high level of motivation is therefore in itself valuable for employees and a decrease in motivation might affect employee's performance. The motivation leads to high level of initiative and creativity from the employee and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance. Quality of employee performance could be measured by three individual measures of employee performance. The first measure of the individual performance items is a self-rating measure of employee performance through a program called SAP. The performance of the employee asks to indicate eight-point scale on how well the employee is doing the job. The second measure of the performance is the extent to which the workers are willing to conduct tasks that are not part of their job description. The employees are asked to report on the SAP about their willingness to perform additional tasks that are not expected from them regularly and to think constructively about how the organization they work for could be improved upon. Finally, the measure of performance is the numbers of days they are absent.

2.6.3 Employee Motivation and Organizational performance

Employee satisfaction and motivation towards work refers to prospects of the employee about the organization and his approaches forward his service (Ali et al, 2011). Organizational effectiveness refers to locating targets and attaining them proficiently in spirited and energetic surroundings (Constant.D, 2001).

A study was done to examine the relationship of organizational performance and employee performance and motivation at ZPC. A sample of 13 respondents was taken and Pearson correlation was applied. The results showed that there exists significant positive correlation (0.287) between employee motivation and organizational Performance

The autocratic leadership styles, mechanistic design of organization and authoritarian rules as practiced in African organizations, are all where decision making is concerned only to top management and employees are just given orders to accomplish different tasks. In these types of organizational environment, the employees may suppress innovativeness and their motivation hinders which has a direct negative effect on organizational performance, growth and effectiveness (Constant.D. et al, 2001).

2.7 Recognition and Employee Motivation

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (Jun et al., 2006).

2.7.1 Employee Motivation Organizational Effectiveness

An empirical study was conducted in at ZPC to measure the impact of reward and recognition on job satisfaction and motivation. 13 questionnaires were distributed and filled by employees of different departments. The results showed that there exists a significant relationship between recognition and employee work motivation. The value of correlation coefficient for recognition was 0.251 which shows that its relationship with job satisfaction is positive. Job satisfaction is directly associated with internal work motivation of employees that enhances as the satisfaction

of employees increases (Salman et al, 2010). That is why a study says that deficiency of appropriate recognition and rewarding reduces employees work motivation and job satisfaction. Hence, administration of organizations and institutions should build up the arrangement for giving that rewards and recognition to enhance employee job satisfaction and motivational level (Reena et al, 2009). The above literature, studies and discussion fully supports first hypothesis that recognizing employees work increases their motivation to accomplish tasks and execute responsibilities towards them by the organization.

2.8 Empowerment

According to (Bennis, 1989; Block, 1987; Kanter, 1977; Kanter, 1979; Kanter, 1989; McClelland, 1975) empowerment is defined as an approach to leadership that empowers subordinate as a main constituent of managerial and organizational effectiveness (Honold,L, 1997). Bowen & Lawler (1992) expressed empowerment as a site to permit employees to formulate decisions (Amin et al, 2010). Empowering is giving authority and liberating potential of employees. The main driving force of empowerment is having larger control over ‘how’ jobs are done and carried for more growth and productivity (Smith, B, 1997). According to Tannenbaum (1968), it is the study of internal organization power and control which illustrated that the distribution of power and control enhances organizational performance (Honold,L, 1997). Rappaport (1987) defined empowerment process as mastering on problems of organizations by people, organizations and societies (Amin et al, 2010). Empowering makes employees feel that they are appreciated and for making it possible continuous and positive feedback on their performance is essential (Smith, B, 1997).

According to Pastor (1996), for victorious appliance of empowerment it is essential for an individual to do efforts and take actions in an environment where they are responsible for what

they are doing (Amin et al, 2010). Employee contribution and their energetic participation in configuring up the organization are tremendously essential to the hale and hearty place of work (Matthew.J, 2009).

2.8.2. Empowerment and Employee Motivation

Employee empowerment and participation consists of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization. According to Chao et al. (1994), employees' perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work (Reena et al, 2009). Empowerment results in motivating employees that leads to constant expansion and organizational growth (Smith, B, 1997).

Empowerment directs faster decision of customer troubles for the reason that employees did not dissipate time referring customer objections to managers. Increased autonomy enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks (Mani, V, 2010). According to Brewer et al. (2000), managers should regard employees in decision-making procedures. Bhatti and Qureshi (2007) propose that employee participation in organization measures develop motivation and job-satisfaction level (Reena et al, 2009).

Sanderson (2003) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively (Amin. et al, 2010). Kuo et al. (2010) recommended that together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization

and increased level of motivation (Reena et al, 2009). More the loyalty towards the organization and higher the motivation works best for the effectiveness and growth of a business.

Neuman (1989) judges participative decision making as a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control. Employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the organization (Constant.D, 2001).

John Baldoni in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies Also he wrote that its fundamental to our humanity that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition (John, B, 2005).

Iberman(1995) summarizes Rules for success in which he gave much importance to employee involvement and empowerment in decision making and task completion as according to him it increases commitment and understanding (Matthew et al, 2005). The above literature and studies fully supports the second hypothesis that empowering employees increases their motivation towards work hence leading to a positive organization performance.

2.9 Reward and Employee Motivation

The subject motivation can never be tackled or discussed without making mention of reward. Reward system is much more than just bonus plans and stock options. It is actually a process that

reinforces or drives innate feelings, to meet the targeted and accepted standards. Many believe it should not be seen as a ritual affair but a continuous activity to be undertaken by management.

2.9.1 Types of reward

❖ Monetary Rewards

It is certainly the most common and widely used approaches to facilitate recruitment, retention, motivation and performance. Financial rewards include direct or indirect payment such as wages or salary, bonuses, insurance, merit pay, allowances, loans and tuition reimbursement. Providing adequate and timely reward is important to guarantee the recruitment of motivated and qualified staff.

❖ Non Monetary Rewards

There are different types of non-monetary rewards, such as work autonomy, recognition, from supervisors, so employees will feel their efforts are noticed and valued. Career development and professional growth opportunities will help employees to develop new skills, knowledge expansion, and increase their visibility within the organisation, internal promotion opportunities as a long plan, and shift work flexibility.

2.9.2 The Importance of the Reward System

Money whether in the form of wages, piecework, incentive pay, bonuses, stock options, company paid insurance or any of the other things given to people for performance, money is important. Economists, accountants and many managers tend to regard money as a prime motivator (Jishi, 2009). However, behavioural scientists tend to place it low on the scale of motivators. Probably, neither view is correct as an all-embracing approach; it depends on the

individual. Money in the form of pay is a powerful motivator, which can be related to the motivational theories that we have examined. In discussing money as a motivator it is necessary to recognise its effects at two levels:

- ❖ Money in absolute terms, as an exact amount, is important because of its purchasing power. It is what money can buy, not money itself that gives it value.
- ❖ Money is also important as an indication of status.

2.9.3 Incentive Schemes

There are several features which are unique to money as a motivating force and which can affect workers in different ways:

Money is more important to people who are seeking to establish an initial standard of living rather than those who have arrived. Schumacher (2008) defined his principle of motivation in which he states that if all efforts by the company are devoted to doing away with work by automation and computerisation, then work is a devalued activity which people put up with because no other way has been found of doing it. People would therefore be working just for money. Most organisations use money not as a motivator, but simply as a means of ensuring adequate staffing. The need for apparent fairness encourages the use of salary grades and hence comparability of earnings. Financial incentives operate with varying strengths for different people in different situations. Much research has shown that money is not a single motivator or even a prime motivator.

2.10 Chapter Summary

It is the prime expectation of management from their employees“ to exhibit increased productivity. To realise this, behaviour has been found to be of utmost importance. Employee behaviour as a matter of fact is also highly influenced by the environment one finds him or herself making the employee a major function that employees innate drives or needs (motivation) and the avenues he or she has to satisfy in the workplace. This chapter conceptualizes the relationship between motivation and organization performance.

CHAPTER 3

3. 1 Main Objective

The main objective of the study is to analyse the impact of employee motivation on organization performance using a case of Zimbabwe Power Company (ZPC) (2013-december 2017). The sub-objectives of the study were: To determine the factors that increase employees motivation, To examine the relationship between employees motivation and organizational performance, to determine the current level of Organizational performance at Zimbabwe Power Company, to evaluate the current level of employee motivation at ZPC, to determine the impact of employee motivation on Organizational performance at ZPC and to provide recommendations to management on how to improve organizational performance at ZPC. The focus for this paper was on the electricity supply industry with specific reference to ZPC. The electricity supply industry (ESI) is dominated by a government owned utility ZESA Holdings with its subsidiaries Zimbabwe Power Company (ZPC) managing five power stations while the Zimbabwe Electricity Transmission and Distribution Company operates the transmission and distribution networks. ZETDC also conducts trade regionally through the Southern African Power Pool (SAPP). In addition to these government entities a number of independent power producers (IPPs) are active in power generation in Zimbabwe. For instance, the Nyamingura IPP (1.1 MW hydroelectric plant) and the Charter IPP (500 MW co-generation plant) which both sell to the national grid. Other small IPP dispose of their power independently.

3.2 The Current Level of employee motivation and Performance at ZPC,

Zimbabwe is currently facing an unprecedented energy crisis. According to the research, the current cause of the power shortages can be attributed to a combination of ageing power plants, and a transmission and distribution network which have suffered years of neglect and minimal

maintenance, unsupported and under-performing renewable sector. The power supply in Zimbabwe is sourced from local generation as well as imports. The domestic generation comes from Kariba hydropower, Hwange coal-fired power station and three small thermal power plants. Supplementary power is also imported from Mozambique, Democratic Republic of Congo, South Africa and Zambia.

Status of current supply & Domestic generation capacities Zimbabwe's power stations have a combined installed capacity of 1920MW. The power stations include Kariba South Hydro, Hwange Thermal, Harare Thermal, Munyati and Bulawayo Thermal. However, both the hydropower and thermal power stations are old; the small thermal power plants were commissioned in 1942-57 while Kariba was commissioned in 1959-62 and Hwange 1983-87. The most reliable plant has been Kariba power station until recently in 2015 when the capacity was significantly reduced owing to reduced water levels in the Kariba dam. The supply of Hwange thermal power station is intermittent primarily because of the age of the plant and lack of regular maintenance. The operation of the three small thermal power stations has on the other been sporadic because of their generation costs, lack of maintenance and an unreliable supply of coal. Below is a table showing the installed generation capacity and actual generation as at 29 February 2016. ZESSA's actual generation on the day totaled only 783 against projected peak demand of 2200MW; thus showing a deficit of 1417MW or 64.4 percent deficit.

Table 1: Power Generation Statistics As At 29/02/2016

Power Station	Installed Capacity	Actual	% of Installed Capacity
Kariba South Hydro	750	440	58,67
Hwange Thermal	920	268	29,13
Harare Thermal	80	30	37,50
Munyati Thermal	80	30	37,50
Bulawayo Thermal	90	15	16,67
Total	1920	783	40,78

Source: ZEDTC The national electrification rate is approximately 40 percent, with rural electrification being a little lower than 20 percent.

3.3 the impact of employee motivation on Organizational performance at ZPC

3.3.1 Challenges in the Industry

The electricity industry suffers from unsustainable operations owing to:

- ❖ Vandalism of distribution infrastructure
- ❖ Loss of skills in the last decade when experienced staff left the country
- ❖ Low investment in infrastructure
- ❖ Collection inefficiencies
- ❖ policy inconsistency, political environment (country risk) therefore not able to attract capital for new investments, no new investments for some time,
- ❖ Financial constraints as a result of non-cost reflective tariffs have also been sighted as a major challenge.

3.3.2 Opportunities in Zimbabwe Power Company

- ❖ Coal- Zimbabwe is endowed with a variety of conventional energy sources for electricity generation, of which the main ones are coal, hydro, and coal-bed methane. Coal reserves are estimated at about 10.6 to 26 billion tons in situ in 21 deposits; of which approximately 2 billion tons are considered mineable by opencast methods. Currently 3 million tons per annum is used to generate power at Hwange power plant as well as the small power plants in Bulawayo, Harare and Munyati.
- ❖ Coal bed methane- the country is also endowed with coal bed methane deposits located in Lupane, Hwange, Chiredzi and BeitBridge estimated at more than 600 billion cubic meters.
- ❖ Other-renewable- there are other available renewable energy sources that include hydroelectricity, solar radiation and wind. There is hydropower potential on the Zambezi

River to be shared equally between Zimbabwe and Zambia; estimated at 37TWh per annum of which 10TWh per annum have been harnessed.

Another opportunity exists in solar energy; solar radiation is available at an average of 2000KW per hour per square kilometer per annum, spread roughly over 3000 hours per annum. At this rate, photovoltaic cells could generate the current total electrical energy consumption of 10000 GWh with efficiency of 10 percent and by installations covering 1.3 percent of Zimbabwe's total surface land area.

3.4 Current and Future Projects for ZPC

The Zimbabwe government has indicated that US\$482 million has been earmarked for the energy sector in 2016 for power generation, transmission, distribution and rural electrification projects. The provision of US\$482 million investments in the energy sector will be financed through:

- Loan financing, US\$351.3 million;
- ZETDC's own resources, US\$89 million;
- Development partners, US\$9.1 million;
- Statutory funds, US\$27.1 million; and
- Tax revenues, US\$5.5 million.

a) Kariba South Extension -the government has indicated that the project remains on course for completion in March 2018, with the contractor having already completed excavations on Adits 1 to 6, including Concreting of Crane Beam and Access Roads, whilst manufacturing of both Electrical and Hydro-Mechanical Equipment is in progress. Expenditures to date amount to

US\$171 million, of which US\$120.1 million was a drawdown from the loan facility, and US\$50.9 million was from ZPC's own resources.

b) Hwange 7 & 8 Expansion –Government currently in negotiations with China Exim Bank for the financing of the Hwange 7 & 8 Thermal Power Station Financial Closure is expected before the end of 2016. This project is expected to cost US\$1.45 billion, and entails the construction of a 600 MW power plant, and a new transmission line from Hwange to Marvel, through Insukamini. Already, a total of US\$3 million has been invested towards such preparatory works as Topographical and Geo-Technical Surveys.

c) Diesel generator plants/Emergency Power Plant-- the deficit arising from reduced generation output from Kariba Hydro Power station and the low reliability of Hwange Thermal Power station has seen government calling for emergency power supply interventions to augment supplies into the economy. Government is looking at options of procuring rented diesel power, with potential to generate 200MW at short notice to augment the subdued capacity. The government awarded Zimbabwean company Sakunda Holdings and Glasgow based partner Aggreko 200MW electricity tender. The plant to be located in Dema Growth Point (about 45km from Harare) was expected to start supplying electricity to the national grid by end of February 2016. However there have been reports that the project is being delayed by a tariff dispute as ZESA is said to be unable to sign the take-off agreement in the absence of a new tariff. Another tender for a 120MW power plant was also won by Zimbabwean company Helcraw Electrical and Italian partner Ansaldo Energia. The latest report is that the project has secured US\$120 Million from African Import and Export Bank for the construction of the plant.

d) Batoka Plant- the Zambezi River Authority CEO has been indicated that costs for the 2400MW project have doubled. The project was conceived in 1993 and expected to be completed in 2001 but because of poor funding the project has been delayed. The CEO has also reported that current feasibility studies being done are indicating project costs to be approximately US\$4.5 Billion up from US\$2.5 Billion in 1993. The feasibility study is expected to be completed by end of July 2016. A South African company is undertaking the ESIA. The project status has also been changed from a Build Operate and Transfer (BOT) to a Public Private Partnership (PPP). e) Biogas Energy –the government is pushing for the use of biogas and other renewable energy sources for rural electrification. The government through the Rural Electrification Agency (REA) has constructed and commissioned 18 institutional biogas digesters at rural schools and mission hospitals in 2015. Solar Power- Zimbabwe Power Company (ZPC) has signed Engineering Procurement Construction (EPC) contracts for the construction of Insukamini and Gwanda solar plants with potential to generate 100MW each. The parastatal is undertaking feasibility studies, necessary for the mobilization of funds for the projects.

3.5 OBSERVATIONS AND ANALYSIS

From the above, analysis of company performance, the following has been gathered as far as employee motivation is concerned. The following is the model of the study which will be further discussed and justified.

Socio-Demographic Characteristics of the study: Results from the analysis of the socio-demographic characteristics of the respondents indicated that majority of the respondents are male suggesting that most of the management teams of ZPC are male. Moreover, the respondents concentrated within the age bracket of less than 35 years to 45years and above. Most of the respondents were persons with Diploma school educational qualifications followed by persons with First degree. 7.8 % of the respondents have a Master’s degree and 43.7% have their first degree or equivalent. Those with Diploma education constitute about 29.1% of the respondents. This is an indication that the respondents are highly rated employees. It implies that ZPC is managed by persons with first degree or its equivalent.

Table 1 Socio-demographic characteristics of the respondents

Variables	Frequencies	Percentages
Sex		
Male	68	66

Female	35	34
Total	103	100

Level of Education

Secondary	20	19.4
Diploma	30	29.1
Bsc or its equivalent	45	43.7
EX and Post-Graduate	8	7.8
Total	103	100

Years of service in the company

Less than 5years	28	27.1
5-10years	32	31.1
11-20 years	35	34
Above 20 years	8	7.8
Total	103	100

Age of the Respondents

Less than 35 years	10	9.7
35-40years	22	21.4
41-45 years	30	29.1

More than 45 years	41	39.8
Total	103	100

Source: Field survey 2016 About 72.9 percent of the respondents have put in at least 5 years of service and majority of who are males. About 90.3 percent of the respondents are at least 35 years old. In general, the study gives a favorable picture concerning the level of education of the respondents. Majority of the respondents have at least a first degree.

Table 2: Employee motivation in relation to company performance

Response	Frequency	Percent
Agree	17	34.7
Strongly Agree	12	24.5
Undecided	7	14.3
Disagree	10	20.4
Strongly Disagree	3	6.1
Total	49	100.0

Source: Survey Data

An analysis of the results showed that 34.7% and 24.5% of the respondents agree and strongly agree respectively that employee performance has a positive relationship with company

performance. Another 14.3% were undecided while 20.4% and 6.1% disagree and strongly disagree that employee motivation is related to company performance. These results agree well with the assertions of Gungor (2011) that reward, cash or non-financial motivate employees and that once motivate, the employees then strives to improve organisation performance the organisation can be measured through profitability, increase in market share or increase in revenue inflows.

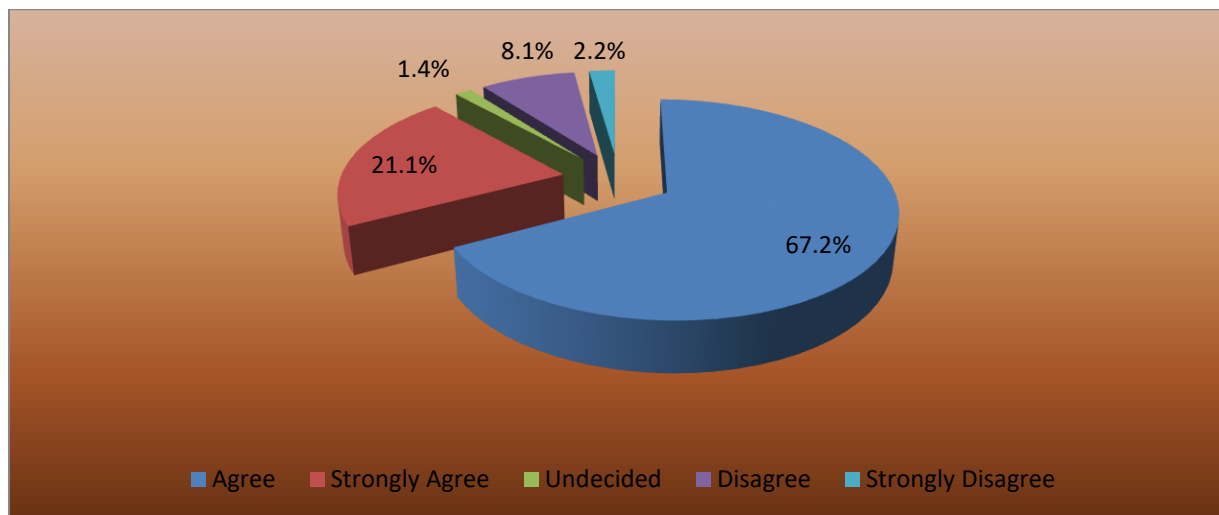


Figure 2: Employee motivation impacts on Organisation performance, Source: Survey Data

The results reflected that 67.2% of the respondents agree while 21.1% strongly agree that employee motivation impacts organisation performance. However, 2.2% strongly disagreed, 8.4% disagreed while the remaining 1.4% were undecided. The results strongly correlate with those in table 4.5 and this supports Gungor’s (2011) argument that motivated employees are high performers which follows that poorly motivated employees are poor performers and hence organisation performance is negatively affected.

Fig 3: Data Analysis and Presentation on Motivational strategies

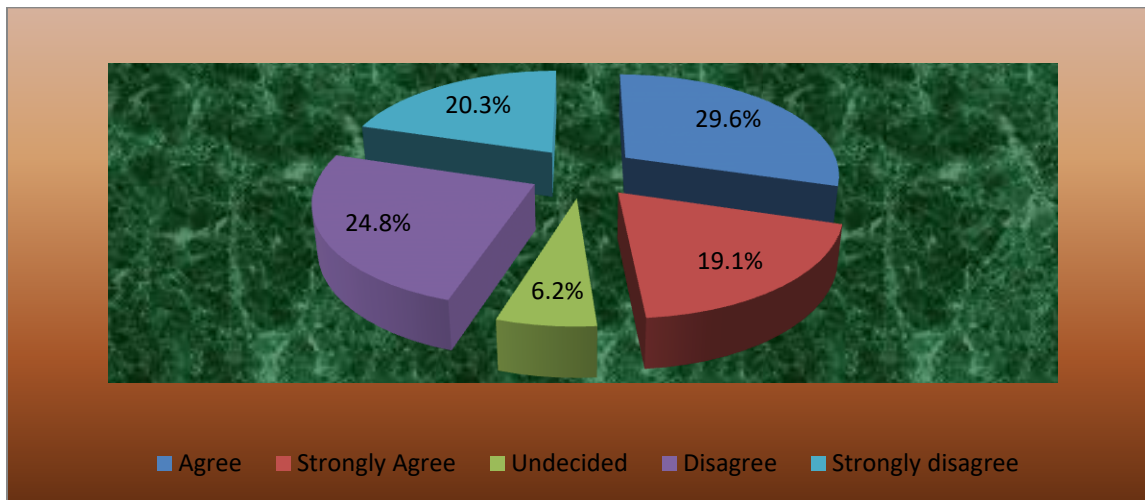


Figure 3: Financial Incentives to improve organisation performance, Source: Survey Data

According to Armstrong and Taylor (2014) financial incentives can be in the form bonuses, vouchers or salary increases. They further argue that these can be used indirectly to increase financial performance. In line with this reasoning, the results reflected that 29.6% agree while 19.1% strongly agree with the notion that financial incentives can be used to stimulate organisational performance especially at ZPC. On the other hand, 24.8% of the respondents disagreed, 20.3% strongly disagreed while the remaining 6.2% of the respondents were undecided.

Table 3: Guarantee Career Advancement

Response	Frequency	Percent

Agree	23	46.9
Strongly Agree	11	22.4
Undecided	3	6.1
Disagree	7	14.3
Strongly Disagree	5	10.3
Total	49	100.0

Source: Survey Data

Career advancement is a good motivation tool that an organisation can use to improve its performance through employee commitment (Castren and Muhammad, 2013). Respondents indicated that 46.9% agree while 22.4% strongly agree that ZPC guarantees career development routes to its employees. However, 14.3% of the respondents disagreed while 10.3% strongly disagree that the company guarantees employees career development pathways while the remaining 6.1% were undecided. Career pathing focuses the employee as Armstrong (2013) argues and this was supported by Castren and Muhammad (2013). Castren et al further notes that guaranteed career development enhances loyalty and improved productivity by the employee(s).

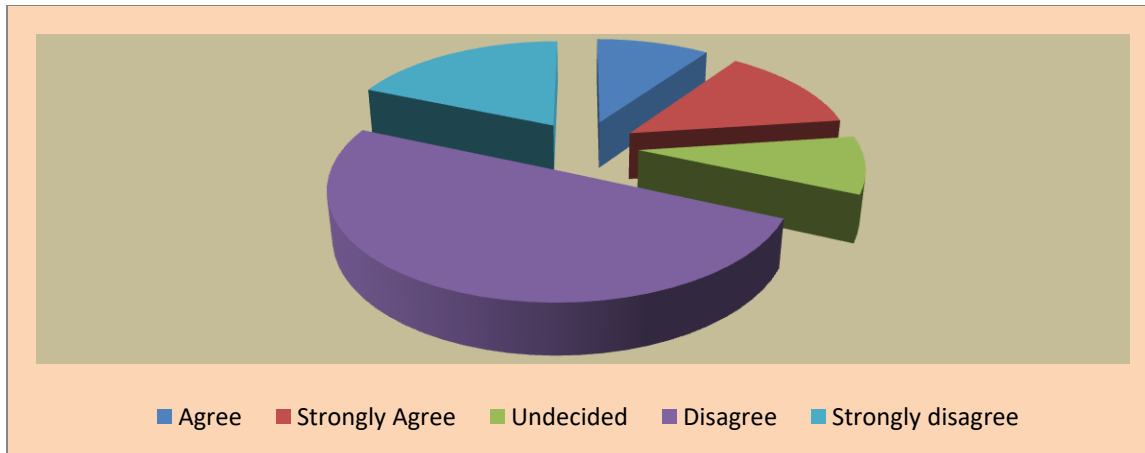


Figure 4: Management Trust employees, **Source:** Survey Data

Trust is a non-financial form of reward and a motivator (Castren and Muhammad, 2013). They further posit that trust builds employee confidence and productivity. The results however, reflected in general that ZPC management do not trust employee as 18.6% agree while 9.7% strongly agree that management at ZPC trusts employees, a total of 28.3%. However, 49.9% disagree while 13.2% strongly disagree that management at ZPC trust employees. The remaining 8.7% were undecided regarding whether management trusts employees or not. The results do not support Castren and Muhammad's (2013) argument above.

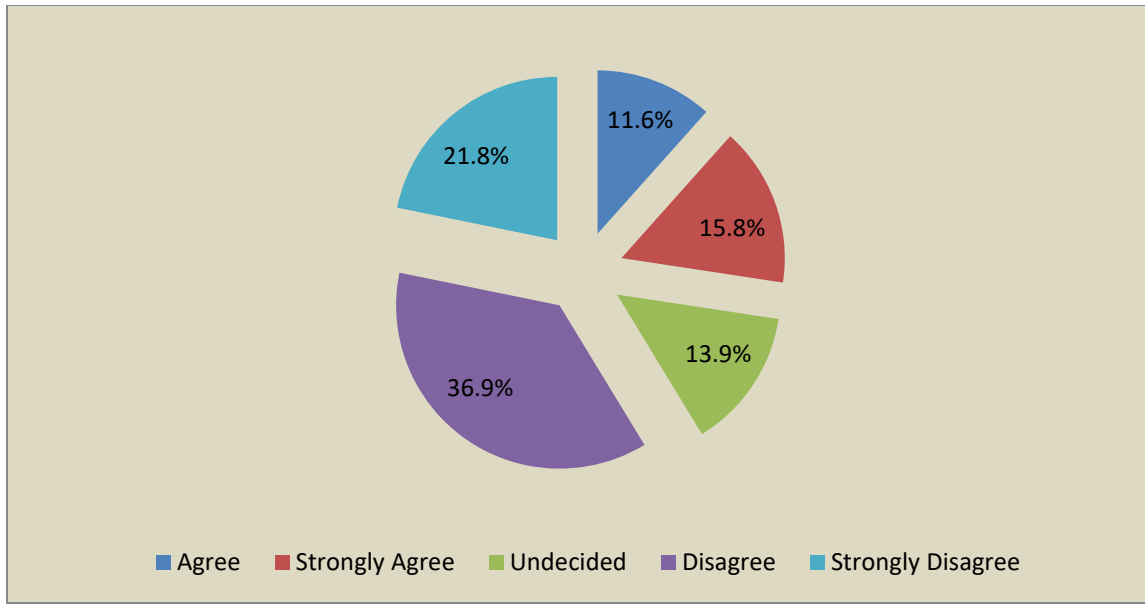


Figure 5: Management recognize good performance, Source: Survey Data

The results indicated that the management at ZPC has the following attitude towards recognition of good performance; that 21.8% and 11.6% (a total 33.4%) strongly agree and agree respectively that management recognise good performance. However, 36.9% and 15.5% (a total of 52.7%) strongly disagree and agree respectively that management ZPC recognise good performance. The remaining 13.9% were undecided. This outcome militates against the arguments of Pulakos (2012) that management must recognise good performance to build a spirit of hard work in employees which subsequently leads to improved organisation performance.

3.9 CHAPTER SUMARRY

In this chapter, the researcher establishes, determine and evaluate the employee motivation and performance by answering the following questions:

1. What is the current level of Organizational performance at ZPC?
2. What is the current level of employee motivation at ZPC?

3. WHAT is the impact of employee motivation on Organizational performance at ZPC?

CHAPTER 4: Summary, Conclusions And Recommendation

4.0 Introduction

The main objective of the research study was to investigate the impact of employee motivation on organization performance using ZPC as a case study. The specific objectives were to determine ZPC's current employee motivation levels, the performance level of the organization and the impact of employee motivation on the overall performance of the organization. Strategies were recommended to management to improve employee motivation while at the same time improving organization performance. This chapter covered the summary, conclusions and recommendations by the researcher to management based on the findings from the previous chapters. The results were the basis of the conclusions and the subsequent recommendations.

4.1 Summary

The research study sought to investigate the impact of employee motivation on the performance of an organisation especially in the Power sector. ZPC was the subject of the case study. The study further examined the role of financial rewards as well as non-financial rewards in the motivation of workforce, including recommendation of strategies to improve motivation in general while at the same time improving organisation performance. Employee motivation has a bearing on organisation performance either negatively or positively depending on the level of motivation although this is often ignored in academic research as is usually difficult in concrete terms. Employee motivation is the most difficult aspect in organisation performance assessment. This was supported by the assertions of Pulakos (2012) who stated that,

“.....employee motivation as the most important element in the achievement organisational performance objectives, must be regularly measured” by the management.

The findings of the study indicated that employees who were motivated improve organisation performance and the organisation performance was related directly to employee motivation. Training was also shown to improve employee motivation and that management sometimes did not recognise employee performance. The company also guarantees career development to employees and which motivates employees. The company was not rated as the leading power supply industry in the country. A substantially improved performance of the power industry is of critical importance for sustained economic recovery in Zimbabwe. It is therefore necessary for the Zimbabwean government to improve the regulatory and investment framework for the power sector to lay foundations of large amounts of private capital in new generation capacity and enhancing employee motivation for and effective organization performance.

4.2 Conclusions of the Study

The following conclusions were drawn from the research findings to address the research objectives:

4.2.1 To determine the current level of Organisational performance at ZPC.

The research was able to establish the relationship between employee performances at ZPC. Organisational performance was found to be high at ZPC. This was achievement through the interpretation of results which reflected that the majority of respondents strongly agreed or agreed that performance was high. Further, the results also reflected that ZPC also uses motivation strategy to improve employee productivity. Results in figure 3.2 also assist the

researcher to establish the relationship between employee motivation and organisation performance.

4.2.2 To evaluate the current level of employee motivation at ZPC.

The objective was achieved as reflected by results in table 3.2 and 3.4 which assisted the research study to ascertain that ZPC motivates employees. The majority of the respondents strongly agreed or agreed that management at ZPC make an effort to motivate employees. Motivation of employees assists in the attainment of improved organisational performance.

4.2.3 To determine the impact of employee motivation on Organizational performance at ZPC.

The research achieved the objective as reflected by results in table 3.5 which showed the relationship between motivation and organisational performance. The majority of respondents as reflected in table 3.6 either strongly agree or agree that there is a relationship between motivation of the workforce and organizational performance.

4.2.4 To provide recommendations to management on how to improve organisational performance at ZPC.

Although the results reflected the presence of a relationship between motivation and organisational performance and that employee performance impacts organisation performance, it was however not established through this research makes employees stay with ZPC for longer periods as employees. Therefore, this objective was not achieved through this research and this provides an opportunity for further research into what influences employees to stay with one employer for longer period of time.

4.3 Conclusions

The following conclusions are drawn from the research questions:

4.3.1 Current level of Organisation performance.

The results led to the conclusion that the employee motivation strategies formulated and adopted by ZPC improves the performance of the organisation leading to high productivity. It also led to the conclusion that employee motivation increases organisation performance.

4.3.2 Current level of Employee Motivation.

The level of employee motivation is high leads to high which leads to high moral and productivity. Cash (financial) rewards and non-financial rewards such as praises, holiday allowances and recognition are used to motivate

4.3.3 Impact of employee motivation on organization performance.

Employee motivation has a positive impact on organization performance. Motivated employees are highly productive.

4.3.4 Motivational Strategies

ZPC has motivational strategies in place although some of the most widely recognised strategies are not in use. The strategies currently in use are financial and non-financial strategies including bonuses, salary increase, promotions and recognition.

4.3.4 The importance of reward in the day-to-day performance of workers duties cannot be overemphasize, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Going by the findings of this study, it can be easily inferred that workers reward package matters a lot and should be a concern of both the employer and employee. The results obtained from the hypotheses showed that workers place great value on the different rewards given to them by their employer. Hence, when these rewards are not given, workers tend to express their displeasure through poor performance and non-commitment to their job. It is therefore imperative for the

organization to consider the needs and feelings of its work force and not just overlook them in order to safeguard industrial harmony, because “a happy worker they say is a productive worker”. Having stressed the importance of a good remuneration policy on the performance of workers and the different kinds of rewards that can influence workers to perform better on a job, this study can therefore be seen a call for employers sense of commitment to put in place appropriate incentive plan that will encourage workers to be more purposeful and improve their performance

4.4 Recommendations

ZPC and other ZESA subsidiaries must understand the importance of employee motivation as a tool to achieve or stimulate organizational performance based on high productivity. The researcher recommends the following to the management of ZPC.

4.4.1 Management Trust of Employees

The management of ZPC must devote time to find how they can have built a trusting relationship with the employees. This improves motivation even further and may boost organisation performance. Managers must seek to understand the employees and trusting employees as a relationship building exercise.

4.4.2 Market Leadership

ZPC must establish itself as a market leader by establishing itself as an employer of choice. The Parastal must embark on employer branding through entrenching itself as the best in the market in terms of employee remuneration, and customer service champion. It must benchmark itself against the best in industry.

4.4.3 Recognition of Exceptional Performance

The Company must recognize those employees who show exceptional performance in order to reinforce the behavior in employees. Recognition can take the form of a worker of the year award, praise at public organization gatherings or through a family holiday allowance.

4.4.4 Employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The findings of this study can be handy tool which could be used to provide solutions to individual conflict that has resulted from poor reward system. It is very pertinent at this juncture to suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations. It is important for further studies to be carried out in order to do justice to all the factors that influence workers performance. With the limitations identified above, the ability to generalize the result of this study is restricted.

4.5 Areas of Further Study

Further research is recommended to establish ways in which employee performance can be used to increase market share of Zimbabwe Power Company. The proposed research should investigate the effect of Employee motivation on Market share growth in in the energy Sector using ZPC as a case study.

4.6 Conclusion

The chapter presented the summary, conclusions and recommendations of the research study. An area of further study was also recommended to assist the Zimbabwe Power Company to increase its Market share. The conclusions of the study were based on the findings of the study which were summarized culminating into recommendations to the management of ZPC.

REFERENCE

- Akintoye, I.R. (2000). The Place of Financial Management in Personal Psychology.
- Alreck, P.L. & Settle, R.B. (2013). The Survey Research Handbook. (2nd Ed.). Burr Ridge: Irwin
- Anthony, R. N. and Govindarajan, V. (2013). Management Control systems 12th edition. McGraw-Hill, Inc.
- Armstrong M (2006). Human Resource Management Practice, Kogan Page, Pp. 251-269.
- Armstrong, M. (2006). A hand book of human resource management practice (7th edition)
- Armstrong, M. (2012). *How to Be an Even Better Manager: A Complete A-Z of Proven Techniques* 7th Edition. Kogan Page Limited.
- Banjoko, S.A (1996) Human Resource Management. Saban Publishers: Lagos
- Basson G, Garruthers M, Kruger D, Du Plessis Y, Visser K, Steyn H, Prozesky-Kuschke B, Van Eck S (2003). Project Management – A Multi-Disciplinary Approach, FPM Publishing, South Africa.
- Bem, D.J. (1967). Self Perception, an Alternative of Cognissance Dissonance Phenomena.
- Berg, L., (2009) Quantitative Research Methods For Behavioural Sciences (5th edn) Pearson:
- Bloisi W, Cook CW, Hunsaker PL (2003). Management and Organisational Behaviour, McGraw-Hill, pp.169-208.
- Boddy, David. (2005) Management An Introduction (4th edn). Pearson: U.K.
- Bryman, A. (2011). Research Methods and Organization Studies. London: Erwin Hyman
- Cartwright J (1999). Cultural Transformation, Financial Times, Prentice Hall.

Castren S.K. and Muhammad, K.U. (2013). What should be done to improve employee motivation at Lummin Osuuspankki. Unpublished Dissertation, Malardalen University.

Coldwell, D. & Herbst, F. (2011). Business Research, Cape Town: Juta & Co. Ltd.

Cole, G.A (2004) Management Theory and Practice (6th edn) Geraldine Lyons: United

Cronje, G.T. de J. du Toit G.S Motlatla M.D.C (2000) Introduction to Business

Crotty, M. (1998). The Foundations of Social Research: Meaning and Perspective In The

Dessler G. (2003) Human Resource Management, Ninth Edition. New Jersey: Pearson Education, Prentice Hall.

Easterby-Smith, M., Thorpe, R. & Lowe, A. (2013). *Management Research: an Introduction*.

London: SAGE Publications.

Education: Australia, French Forest.

Egan J (1998). Rethinking construction. Department of the environment, transport and the regions. Erez M (1977). Feedback: A necessary condition for the goal performance relationship. J. Appl. Psychol. 62:624-627.

Erez M, Zidon I (1984). Effects of goal acceptance on the relationship of goal setting and task performance. J. Appl. Psychol. 69:69-78.

Geiger, S. (2012). "Exploring right-time shopping behaviour." *Journal of Retailing and marketing*

Gungor, P. (2011). The Relationship between Reward Management System and Employee Performance with the mediating role of motivation: A Quantitative study on Global Bank [Online] [Retrieved on 31/11/16] from www.businessball.com.

Heizer J, Render B (1999). *Operations Management*, Fifth Edition Printice Hall. pp 16-23, 392-403.

Herzberg F, Mausner B, Snyderman B (1959). *The Motivation to Work*. New York, John Wiley and Sons, Inc.

Herzberg F, Mausner B, Snyderman B (1959). *The Motivation to Work*. New York, John Wiley and Sons, Inc.

Kingdom.

Kogan Page limited London: U.K.

Kothari, C. R. (2012). *Research Methodology and Technique*. New Delhi: New Age

Kreitner R, Kinichi A, Buelens M (1999). *Organizational Behaviour*,“ McGraw-Hill, Higher Education, First European edition, p.118.

Latham M (1994). *Constructing the team: final report of the Government/industry review of procurement and contractual arrangements in the UK construction industry*. London: HMSO.

Maslow AH (1943). *A theory of human motivation*.

Leedy, P.D. &Ormrod, J.E. (2010). *Practical Research: Planning & Design*, (8th Ed.), New Jersey: Prentice Hall.

Loue, S., and Case, S.L. (2011). *Textbook of research ethics: Theory and practice*. New York: Plenum Press.

Management, 5th Edition, Cape Town: Oxford University Press.

Mullins LJ (2005). Management and Organisational Behaviour. Prentice hall. UK 7th Ed. 88(431):1052-1058.

Noe R. A. Hollenbeck J.R. Gerhart B. and Wright P.M (2006) Human Resources_Management: Gaining a competitive advantage, New York: McGraw-Hill Irwin

Odusami KT, Iyagba RRO, Onirin MM (2003). The Relationship Between Leadership, Team Composition and Construction Project Performance In Nigeria, Int. J. Project Managers 21(7):519-527.

Pearson Education: Australia, NSW.

Psychol. Rev. 50(4):370-396 McClelland DC (1988). Human Motivation. Cambridge University Press. ISBN 978-0521369510.

Psychological Review.

Pulakos, E. D. (2012). *Performance Management: A New Approach for Driving Business Results*. New York: Wiley-Blackwell, Inc.

Research Process, Sage: London..

Senyucerl, Z. (2009) Managing the Human Resources in the 21st Century, Ventus Publishing ApS

Sims, R. R. (2011). *Human resource management: contemporary issues, challenges, and opportunities*. London: International Age Publishing, Inc.

Sources: Ministry of Energy and Power Development, ZESA, ZETDC, ZPC, SAPP and Africa

Taylor, F.W. (1911). Principles of Science Management. Routledge: U.S.A

Thornton, G. C. Rupp, D. E. (2012). Assessment centers in human re-source management: strategies for prediction. Routledge, Inc.

Ticehurst, GW & Veal, AJ (2000) Business Research Methods: A Managerial Approach, U.S.A.

University of Ibadan: Nigeria.

Veal, A.J. (2005). Business Research Methods: A Managerial Approach, (2nd edn) Pearson

Vroom VH (1964). Work and motivation. New York: Wiley.

Wehrich, Heinz and Koontz, Harold. (2005). Management: A Global Perspective

Zikmund, W. (2011). *Business Research Methods*. London; Dryden

Zikmund, W.G. (2003) Business Research Methods, (7th edn) Thomson Learning: U.S.A

APPENDIX A

QUESTIONNAIRE

I am Fionah Isheanesu Masudze, a undergraduate student under the supervision of Mr. S.Moyo. I would like to invite you to be part of a research study. The study entitled: **The Impact Of Employee Motivation On Organisation Perfomance: A Case Of Zimbabwe Power Company (Zpc) (2013-December 2016)**. The questionnaire has been designed to obtain data on the said topic. Any information given will be treated with utmost confidentiality.

Section A: Demography of Respondents

1. Sex of respondent (a) Male [] (b) Female []
2. Age of respondent (a) 20-30 [] (b) 30-40 [] (c) 40-50 [] (d) 50 and []
3. Number of years served (a) below 1 year [] (b) 1-5 years [] (c) 6 years and above []
4. Educational level (a) Secondary [] (b) Polytechnic [] (c) University []
(d) Professional []