THE CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

DIPLOMA THESIS

ANALYSIS OF FACTORS OF MOTIVATION IN AN ORGANISATION:

A STUDY OF SELECTED PUBLIC HOSPITALS IN ZAMBIA

DIPLOMOVÁ PRACE

ANALYZA FAKRORŮ MOTIVACE V ORGANIZACE:

STUDIUM VYBRANÝCH VEŘEJNÝCH NEMOCNIC V ZAMBIÍ

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Alex Mpakanya

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2. Objectives of the thesis and methodology
3. Literature overview.
4. Research and analysis
5. Conclusion
6. Bibliography
7. Appendices

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Head of Department Dean

In Prague: 20th march, 2011

Declaration

I declare that, I have worked on my diploma thesis entitled an analysis of the factors of motivation in an organisation. A case study of Ndola central hospital and Chipata general hospital in Zambia by my self and I have used the sources mentioned at the end of this thesis.

In Prague…… ……..

Signature

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ANALYZA FAKRORŮ MOTIVACE V ORGANIZACE:

STUDIUM VYBRANÝCH VEŘEJNÝCH NEMOCNIC V ZAMBIÍ

ANALYSIS OF FACTORS OF MOTIVATION IN AN ORGANISATION:

A STUDY OF SELECTED PUBLIC HOSPITALS IN ZAMBIA

SUMMARY

This diploma thesis is concerned with finding the factors that influence the employee motivation and analysing them to the effect that employee good behaviour towards work is seen as a priority.

The main objective is to identify the most important factor that influences the level of motivation in public institutions, for example the health sector and in particular hospitals. Measurement of employee performance and identifying employee needs is a challenge in the public sector. A questionnaire was used to collect information on a wide range of topics from different workers in two big hospitals in Zambia.

The findings from this research are that most workers prefer working in hospitals or health institutions because they want to save lives of people. Others preferred high pay and job security because they felt that once qualified as health practitioner, one could continue to serve until their retirement and later serve as a hired practitioner.

Employees are evaluated on a yearly basis as a way of monitoring their performance. Performance measurements have been put in place by management. Following these evaluations it was found that some employees are dedicated and willing to serve even without higher incentives. The thesis has also pointed some recommendations that managers should always consider in their pursuit to motivate employees.

Key words

Public institutions, Performance measurement, Motivation, Employee Incentives, Employee performance, public sector, management, employee needs, health practitioner

SOUHRN

Diplomová práce je založena na zjišťování faktorů, které ovlivňuji motivaci zaměstnanců a analýze v tom smyslu, že dobré chování zaměstnance v práci je považováno za prioritu. Hlavním cílem je identifikovat nejdůležitější faktor, který ovlivňuje úroveň motivace ve veřejných institucích, jako jsou zdravotnická zařízení a zejména nemocnice. Měření výkonnosti zaměstnanců a identifikace potřeb zaměstnanců je záležitostí veřejného sektoru. Dotazníky byly využity pro sběr informaci v široké škále témat od různých pracovníků ve dvou velkých nemocnicích v Zambii. Výsledky tohoto výzkumu jsou takové, že většina pracovníků dává přednost práci v nemocnicích nebo ve zdravotnických institucích, protože chtějí zachraňovat životy lidí. Jiní preferují vysoký plat a jistotu pracovního místa, protože cítí, že kvalifikovaný lékař může na své pozici sloužit až do důchodového věku a později pracovat jako najaty odborník.

Zaměstnanci jsou hodnoceni na základě každoročního sledování a monitorování jejich výkonu. Měření výkonu bylo předáno vedení nemocnic. Naměřené hodnoty každého zaměstnance byly zpracovány a vzešlo z nich, že někteří zaměstnanci jsou ochotni pracovat i bez vetší odměny. Tato práce má také upozornit na to, že některá doporučení by měl ředitel společnosti vždy zvážit a mít snahu motivovat zaměstnance.

Klíčová slova

Motivace, Zaměstnanec ,Odměna,výkonnost zaměstnanců, Hodnocení výkonnosti,

Management, Potřeby zaměstnanců, Veřejný sektor,zdravotní lékař,veřejné instituce,

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1. INTRODUCTION

1.1. Background

The subject of motivation is complex and currently has raised a lot of concern in most organisations. Managers are under intense pressure on how to address motivational issues in organisations considering the fact that people are not motivated in the same way. The question that may be raised is, why do we need motivated employees in organisations? The answers are many and some of them may include going concern operations and others would probably say that highly motivated employees are more productive etc. To be effective, managers need to understand what really motivates employees with regards to their assignments. Among the functions that a manager performs, motivating employees is arguably the most complex issue.

This research will focus on the analysis of identified factors of motivation in the health sector in Zambia with specific reference to Ndola central hospital and Chipata general hospital.

The first part of this thesis highlights the objectives of the research and the methodology used to gather information. The second part is the theoretical part of the thesis and focuses on the theories developed by scholars on the motivation of employees both in public and private organisations. The third part is the research on the factors of motivation of employees in two hospitals in Zambia. It will explain the findings and the impact the factors have on employee motivation. The research was conducted separately because the two hospitals are far away from each other. I have explained the mission and vision of the ministry of health in Zambia generally and the roll of the employees in achieving the objectives of the Ministry of Health. The last part will deal with the conclusion and make recommendations based on what the research has achieved.

1.2. Aim of the study

The purpose of the study is to analyse the factors that motivate employees in an organisation and their impacts with regard to employee behaviour. I decided to research about public workers because performance measurement is difficult to set and employee achievements can not be easily identified especially in health sector.

2. OBJECTIVES AND METHODOLOGY

2.1. OBJECTIVES

The main objective of this thesis is to identify the most important factors that influence the level of motivation in public institutions. These factors are identified and will be evaluated by employees through interviews to establish what the most important factor is in motivating the workers. The factors are as follows:

a) Job security

b) Financial reward(benefits)

c) Personal royalty to employers

d) Interesting work

e) Bonus payments

f) Training

g) Good wages and salaries and condition of service

h) Promotion and growth

i) Public recognition

j) Praise and acknowledgements

I will further use these factors:

1 To assess the impact of motivational factors on employee motivation

2 To assess the relative importance of job motivators and cultural values of employee motivation in the health sector

3 To demonstrate how costs can be reduced on performance related pay and increase efficiency with the consequence of increased performance,

4 In examining the cost and benefits of particular behaviour like absenteeism, low morale towards work by employees

5 To effectively demonstrate the value of people to an organization – putting people and organizational success on the same level

Hypothesis 1: Maslow's "hierarchy of need" does not apply to all categories of employees in (Zambian Hospitals)

Hypothesis 2A and 2B are attempts to find evidence to support Hertzberg's hygiene motivation theory as applied to Zambian hospital staff:

Hypothesis 2A: the absence of motivation factors can lead to employees dissatisfaction

Hypothesis 2B: The presence of motivating factors has a positive effect on employee motivation

2.2. METHODOLOGY

The methodological approach on this research was based on the following aspect shown in the figure below:

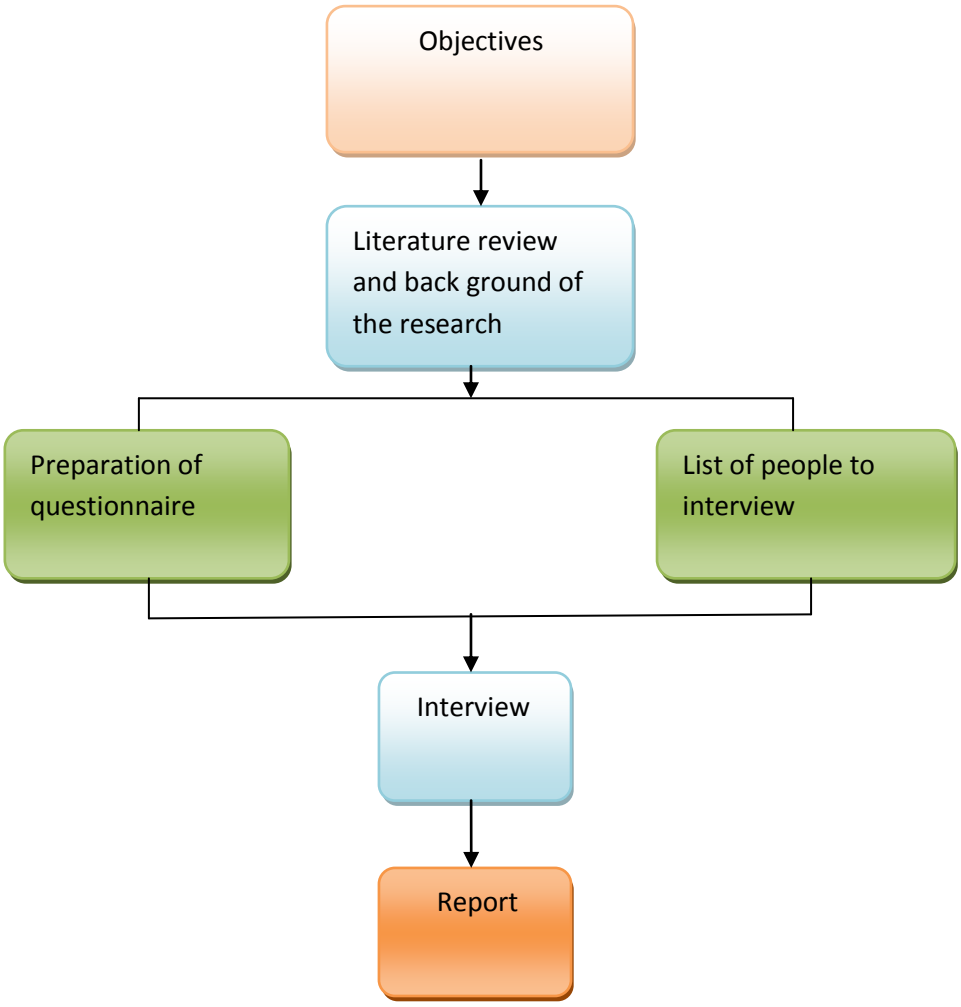


Fig 1.0 Source: own contribution

The first thing I considered was the methods to be used to gather information that would lead to tangible analysis and a better conclusions that would benefit the user of the report not only at the University but also the hospital management providing me with the information. In collecting data I considered using qualitative and quantitative methods, through the review of literature. The second thing considered was time management and the time the project would take from initiation to completion. The third thing was the sources of data and the people to be interviewed.

2.2.1. QUANTITATIVE

I adopted this methodology because it is the best and faster way of collecting data from people who are busy and have no time to meet the researcher. I prepared a detailed questionnaire to be answered by the respondents. I targeted a sample of about 160 people from each hospital but less than 60 from each hospital were used for my research. Basically this method provides specific facts, decision makers need to make predictions, gaining meaningful insight about a specific problem and to validate the data. By using this method data is seen to be reliable and valid. Providing the questionnaire and interviews were used in carrying out this methodology and provide useful information for analysis.

2.2.2. QUALITATIVE

I used this methodology to carry out my research, although this is used for small samples and in condition where the researched subjects are observed .I used this method to collect information through interviews. This methodology is difficult to summarise and quantify the data collected.

2.2.3. INFORMATION GATHERING

2.2.3.1. SECONDARY RESEARCH

The research was carried out in two different ways:

2.2.3.2. Library research

This included reading books and magazines that are published on management and economics. The books I considered concerned operations management: Integrating manufacturing and services, project Management, third edition 2003, exploring cooperate strategy, seventh edition 2006.These were among the few books I considered for this project.

2.2.3.3. Electronic research:

I searched through a variety of business related websites and management and economics websites. All the above were effective research methods that answered the project objective as can be seen from the main body of the report.

2.2.3.4. PRIMARY RESEARCH

I obtained primary data through a questionnaire and interviews which I conducted at random in different departments including the management team. The hospital's internal data was used to examine the current employee attitude towards work.

3. LITERATURE OVERVIEW

Modern managers have a big responsibility both to the organisation they represent and to members of the team that have been set up to ensure that they are provided with the highest level of motivation. People work better and faster when they have pride in their work. The individual needs to get satisfaction from the tasks they are assigned as work generally occupies a significant part of their lives. By providing the needs of an individual, their performance can be made less uncertain and to a degree, managed to benefit both the individual and the organisation. This part contains the theoretical part of this thesis and below there are a number of scientific theories on motivation of employment

3.1. SCIENTIFIC MANAGEMENT

Figure 1.1 includes the work of Frederick Tailor [1] in the development of the principles of scientific management. This has had an unprecedented effect on management thinking .despite the principles being nearly a century old, there is still much evidence of their application. The principles of scientific management are most applicable to repetitive work. The major theories of work motivation are as follows:

[1] Taylor, F.W.[1911] The principles of scientific management

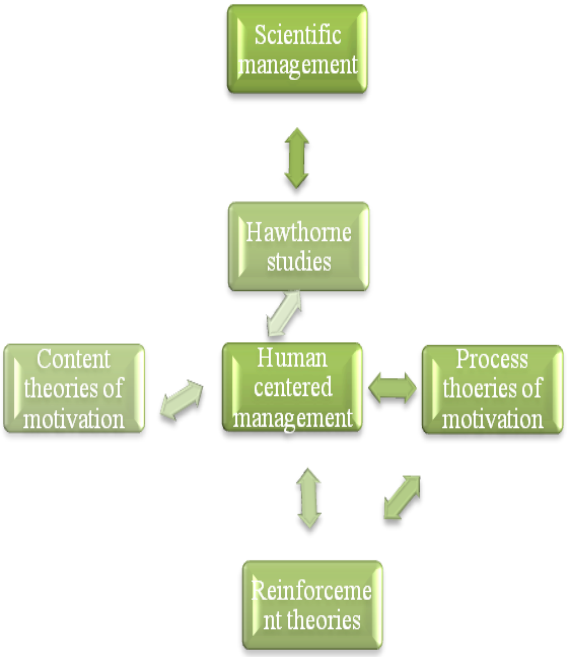


Figure 1.1: Main theories of work motivation

Source: Harvey Maylor (2003) p.254

In scientific terms:

1. Work should be studied scientifically to determine in quantitative terms how it should be divided up and how each segment should be done. The aim is to maximise the efficiency of the activity and is achieved through measurement, recording and subsequence analysis.
2. The workers should be matched scientifically to the job e.g. where a task has a physical input to it, the physique of the individual should match the requirements of that task by, for example, using a well built person to move heavy loads.
3. The person carrying out the task should be well trained to do. The result of the analysis-the task must be carried out exactly as designed and closely supervised.
4. The people carrying out the task should be rewarded for following the prescribed method exactly with a substantial monetary bonus.

The results of Taylor's are the separation of work tasks from any thinking process by the individual. Any attempt at motivation is purely financially based. Support activities are carried out by trained individuals. The advantage of the system to work is that the task is made very simple, which means that an individual can become very proficient at it and can be replaced with relative easy. The downsides are considerable, however, with the person being alienated from the task they are doing and having no real input to the conversion process. This alienation can be passive in the form of losing interest in the process (don't care attitude) ranging to destructive (pilfering, sabotage, deliberate waste, bomb threats, militant union action [2]

3.2. THE HAWTHORNE STUDIES

The Hawthorne study were carried out to assess the impact of working conditions(temperature, light, noise)on the motivation and hence the productivity of individuals [3].They focused on a group of production workers and showed that initially, when the lighting level was increased, the level of productivity of the people also increased. The link was made. Improving the lighting-improves the motivation-and thus improves productivity. The lighting was increased on subsequent occasions with the same result. The lighting level was then returned to its original level and the productivity still increased. This caused the initial hypothesis to be rejected-there was a much more important factor at work. There is a fundamental rule of measurement-check that the measurement process does not affect the performance of what ever you are trying to measure. While the measurement process was relatively abstract, the change was caused by the attention being paid to this group of workers. This finding was far more significant than the finding about physical conditions. There is a clear implication here-paying attention to groups improves the likelihood of good performance. Figure 1.1 shows three paradigms of modern motivation theory/management behaviour: Content theories-focuses on what motivates an individual at work. Key theories include the hierarchy of needs and motivation-hygiene Process theories-focuses on how a

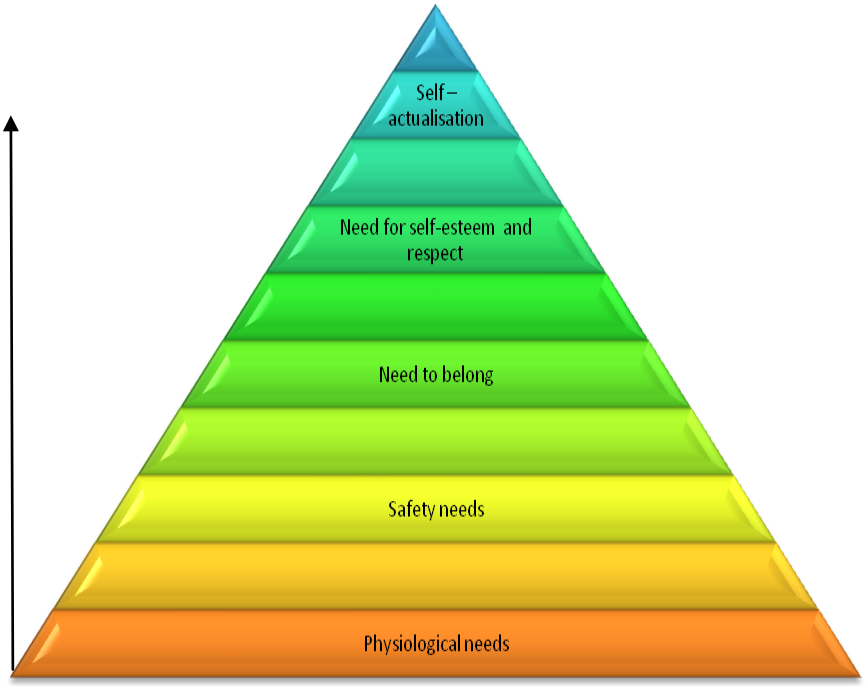
[2] Maylor .H.[2003] Project Management 3rd edition p 254

[3] Maylor .H. [2003] Project Management 3rd edition p254

particular behaviour is initiated, or the processes of motivation Key theories include expectancy, Reinforcement-focuses on how desirable patterns of behaviour can be reinforced.

3.3. CONTENT THEORIES

Maslow published his theory on the hierarchy of needs in 1943 and these are shown in Fig. 1.2. This analysis of needs is based on the notion that individuals will have basic requirements to be content at one level. Once these are met on an on going basis, their needs move to the next level, and so on. Maslow stated that, Man is a wanting animal and rarely reaches a state of complete satisfaction except for a short time [4]. As one desire is satisfied, another pops up to take its place.



Source: Robbins / DeCenzo, 2008.p267

Fig 1.2 Maslow's hierarchy of needs

[4] Maylor .H. [2003] Project Management 3rd edition p255

The theory has an intrinsic appeal, as it enables the person designing the working environment to meet the needs of an individual at an appropriate level –proving the elusive motivation through an individual pursuing yet other needs.

The first set of needs is Physiological-food, shelter, water, sexual satisfaction and other bodily requirements. Maslow argues that until the basics are met, someone would not be looking for higher needs, such as recognition.

Safety needs-(which include the needs for peace and security from physical and emotional harm) are the next level up the hierarchy where the provision of the basic needs is seen to be enduring rather than transitory. Above this is the need to belong, which represents man as the social animal. This may be a social group or to a recognisable team something which will give them an identity, (the need to feel loved accepted and part of the group.)

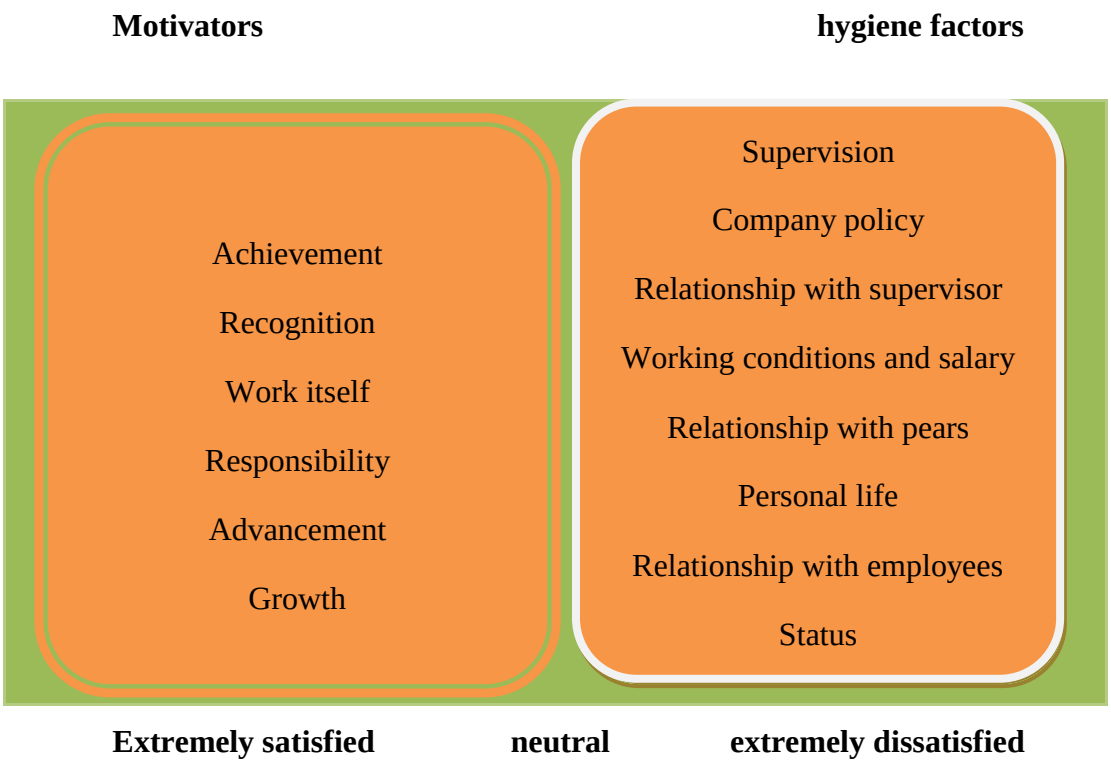
The need for self esteem and respect comes next, with thoughts of others about an individual counting in their own self image.(internal esteem factors such as self respect, autonomy and achievement and external esteem factors such as status, recognition and attention)The need for self actualisation –or to be the best person you can be – is the highest level of needs. Maslow did recognise that this order was not universal and that individuals would have their own hierarchies.

3.4. HYGIENE THEORY

This motivational hygiene theory was proposed by psychologist Fredrick Hertzberg [5] Believing that an individual's attitude towards his or her work can determine the organisation's success or failure, Hertzberg investigated the question of what people want from their jobs [6]. He asked people to describe, in detail situations in which they felt exceptionally good or bad about their jobs. Their responses were then tabulated and categorised. Fig. 1.3 represents Hertzberg's finding

[5] Hertzberg F.[1974] work and the nature of man ,London

[6] Robbins/DeCenzo [2008] Fundamentals of Management 6th edition .p 269



Source: Robbins / DeCenzo, 2008.p.269

Fig 1.3 Hertzberg's motivation – hygiene theory

After analysing the responses, Hertzberg concluded that the replies of people who felt good about their jobs were significantly different from the replies they gave when then they liked the jobs. As seen in exhibit 1.3 certain characteristics were consistently related to job satisfaction (on the left side of the figure) and others to job satisfaction (on the right side of the figure)

Intrinsic factors such as achievement, recognition and responsibility were related to job satisfaction. When questioned, workers felt good about their work, they tended to attribute these characteristics to themselves. Extrinsic factors are related to job dissatisfaction [7]]

[7] Robbins/DeCenzo [2008] Fundamentals of Management 6th edition .p 270

Factors such as adequate working conditions and salary may eliminate job dissatisfaction, but do not necessarily increase job satisfaction. Motivator's factors such as recognition and growth, increase job satisfaction. Hertzberg's work to produce his motivation hygiene theory focused on the provision of rewards to the individual. He categorised needs as ether hygiene factors or motivational. Hygiene factors are those need that unless satisfied will have a negative effect on motivation. Once the level of satisfaction is reached, increasing the level still further will not increase motivation. Pay is considered to be one such factor for many people as motivators are those factors which result in higher motivation, the better they are met recognition is one such factor.

Hertzberg assumed that high levels of job satisfaction would mean high productivity. Additionally, some variables never really appeared because of the nature of the sample, such as security- not an issue at the time to the well paid, stable employment prospects of engineers and accountants.

"Job enrichment" [the application of the "motivators"] was Hertzberg's solution to problems of motivation at work. This is also referred to as vertical job enlargement to distinguish it from horizontal job enlargement which is simply doing more of the same sorts of things [8].

3.5. MCGREGOR'S THEORY X AND THEORY Y

Douglas McGregor proposed two distinct views of the nature of human beings: a basically negative view, labelled Theory X and basically positive view labelled Theory Y [9] after reviewing the way managers dealt with employees? McGregor concluded that a manager's view of human nature is based on a group of assumptions either positive or negative. Fig1.4 shows that the manager moulds his behaviour towards employees according to these suppositions. McGregor followed the expression in the frame work presented by Maslow. Theory X assumes that physiological and safety

[8] Robbins/DeCenzo [2008] Fundamentals of Management 6th edition .p 270

[9] Robbins/DeCenzo [2008] Fundamentals of Management 6th edition .p 268

needs dominate the individual. Theory Y assumes that social and esteem needs are dominant. McGregor himself held to the belief that the assumptions of theory Y were more valid than those of theory X. Therefore he proposed that, participation in decision making, responsible and challenging jobs and good group relations would maximise work effort.

THEORY X :A MANAGER WHO VIEWS EMPLOYEES FROM A THEORY X (NEGATIVE)PESPECTIVE BELIEVES:
1. Employees inherently dislike work and when ever possible, will attempt to avoid it. **2. Because employees dislike work, they must be coerced, controlled or threatened with punishment to achieve desired goals.** **3. Employees will seek responsibilities and seek direction when ever possible.** **4. Most workers place security above all other factors associated with work and will display little ambition.**
THEORY Y:A MANAGER WHO VIEWS EMPLOYEES FROM A THEORY Y (POSIVE)PESPECTIVE BELIEVES:
1 Employee can view work as being as natural as rest or play. **2 Men and women will exercise self – direction and self control if they are committed to the objectives.** **3 The average person can learn to accept even seek responsibility.** **4 The ability to make good decisions widely dispersed through out the population and is not necessarily the sole province of managers.**

Source: Robbins / DeCenzo, 2008.p.268

Fig 1.4 theory x and theory y premises

3.6. PROCESS THEORIES

Vroom, first developed one of the main theories in this category - that of "expectancy" [10] the theory considers that people have a choice regarding the amount of effort they expend (termed the motivational force) in a certain situation [11]. This will depend on the perception of their likelihood of their receiving a desired outcome from this. The first level outcomes are performance related. The second level is the extrinsic benefits that are achieved such as praise from a colleague or superior, promotion or pay raise. This motivational force is translated into effective work, through the skills and abilities of the individual. Expectance theory states that an individual tend to act in a certain way on the basis of expectation that the act will be followed by a given outcome and the attractiveness of that outcome to the individual. This includes three variables or relationships [12].

1. Effort performance linkage-the probability perceived by the individual that exerting a given amount of performance will lead to performance

2. Performance reward linkage-the degree to which the individual believes that performing at a particular level will lead to the attainment of desired outcome.

3. Attractiveness – the importance the individual places on the potential outcome or reward that can be achieved from the job. The variable considers the goals and needs of the individual. Fig. 1.5 shows a simple version of expectance theory that expresses its major contention. The strength of a person's motivation to perform depends on how strongly that an individual believes that he or she can achieve what is being attempted. If this goal is achieved (performance) will he or she adequately be rewarded by the organisation? If yes then the reward satisfies his or her individual goals.

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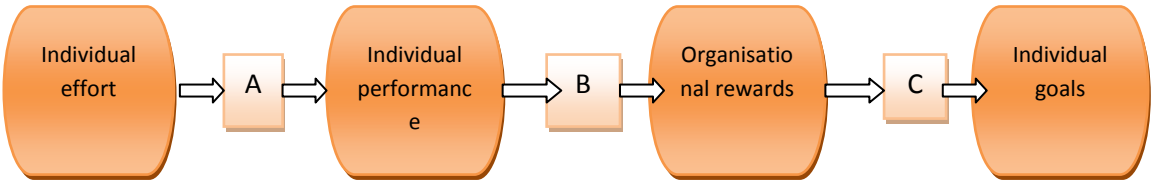
[10] Vroom,H.V. [1964] The work and motivation

[11] Maylor .H. [2003] Project Management 3rd edition p256

[12] Robbins/DeCenzo [2008] Fundamentals of Management 6th edition .p 274



A =Effort – performance linkage

B = Performance –reward linkage

C = Attractiveness

Source: Robbins / DeCenzo, 2008.p.277

Figure 1.5 simplified expectancy theory

3.7. REINFORCEMENT THEORIES

Based on reinforcement theory, which suggests that behaviour that is rewarded in some way is more likely to be repeated than that which is unrewarded [13]. Investigations into possible physiological origins of reinforcement principles have produced mixed results. The most common reward studied in these theories has been money, which: is instrumental in obtaining other things that are desired**,** is indicative of some form of status**,** and provides some measure of independence and autonomy. For incentive theories to work, the following must apply: The individual perceives the reward to be worth the extra effort**,** the performance can be measured and clearly attributable to the person**,** the individual wants that particular kind of reward**,** the increased performance will not become a new minimum standard

Negative reinforcement [such as the threat of punishment, or sanctions] is often used in organisations more frequently than it should Research shows that positive and reinforcements are very effective for performance, learning, etc.; negative or avoidance reinforcement should be used when workers show that they are completely out of touch

[13] Warren R.P. and Raymond F A (1986) Introduction to management**,**1st edition

with the organisation [14] Their behaviour can be modified based entirely on reinforcement theory. It is very powerful techniques which can be used in everyday life with ones own family, workmates, subordinates etc. The essential component of this approach is that it identifies what the person desires. What workers desire motivates them more than what they do not desire [15]

3.8. MONITORING AND REWARDING PERFORMANCE

The modern firms are built on formal and informal systems to motivate both managers and other workers to take action in the interest of the organisation. E.g. by merit evaluations, praises, bonuses, promotion, job transfers or admonishments, etc while acknowledging this wide range, to what degree can pay for performance mechanisms mitigate moral hazard problems in organisations? This can be answered in the following ways:

3.8.1. MOTIVATING WORKERS

There is a relationship between the worker and the employer. For the relationship to work successfully the worker must be motivated to act in their employer's interest. Workers have knowledge and abilities advantageous to their companies, but they also have their own needs and desires that may be at odds with the firm's objectives. Workers may simply wish to work less hard and enjoy life more there by sacrificing potential profits of the company.

As Samuelson and marks puts it that, the worker chooses and controls the amount of effort he or she puts into the job [16]. An increased level of effort raises the workers output, there by increasing the company's profits. However increased effort is also costly to the worker as it generates disutility. The upshot is that the worker must receive monetary compensation for higher effort levels.

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[14] Maylor .H. [2003] Project Management 3rd edition p257

[15] Maylor .H. [2003] Project Management 3rd edition p257

[16] Samuelson W.F and Marks S.G [1999]managerial economics 3rd edition 652

For its part the employer seeks to put in place an optimal employment contract- one that maximises its profit while compensating the worker for his or her effort.

3.8.2. EVALUATING INDIVIDUAL PERFORMANCE

Understanding of incentives in the employer-employee problem leads to additional results the more precise the measure of performance (combined with the appropriate incentive structure), the more efficient will be the employees' behaviour and the smaller will be the employees cost. The difficulty, of course is in accurately monitoring and measuring performance of an individual, it is difficult to identify the contribution of a particular worker. Rather the workers effort and performance influence the firms profit in conjunction with the contributions of many other workers as well as market forces [17]. In short measured output may simultaneously depend on myriads factors beyond the workers control.

This presents two problems: Firstly, imperfect performance measurement reduces the incentive for efficient behaviour. Secondly, using aggregate measure exposes the worker to significant risks in the compensation scheme.

The corporate reward system is faced with a trade – off. Rather than tie compensation solely to aggregate performance measures, many companies turn to subjective measures to evaluate employee performance. For example, supervisors evaluate the performance of employees on an annual or semi-annual basis. The supervisor may give numerical ratings for a number of aspects of job performance. Alternatively, an employee may have a number of annual goals and then may be evaluated on whether and how these goals were accomplished

There is another additional evaluation problem. Sometimes it is difficult to know how much performance is good performance. How does the evaluation system set realistic goals on which to measure performance? Companies have a number of sources of information in establishing the correct benchmark. Industrial engineers and efficiency

[17] Warren R.P. and Raymond F A (1986) Introduction to management,1st edition,

experts could perform studies that examine efficient ways of completing tasks. Their findings would provide the appropriate benchmark. Alternatively, actual past performance may be taken as a bench-mark. The advantage of this method is that it gives realistic data as to performance possibilities. The disadvantage is that, it can lead to strategic behaviour on the part of workers who are torn between the benefit of exceeding the current benchmark and the cost of establishing higher bench marks for the future.

The advantage of individual evaluation is that they attempt to separate worker performance from all the other factors that affect out put. Thus they lower the employee stemming from extraneous risks. However because such evaluation are in part subjective, they are subject to error and influence.

3.8.3. EVALUATING GROUP PERFORMANCE

Frequently group performance is easier to measure than individual performance. One advantage of rewarding group performance is to encourage cooperation among employees who can share in the fruits of their collective achievement [18]. However the down side of rewarding group performance is that it introduces new uncertainties into the compensation of the employee [19] that is an employee's compensation and promotion is now tied to the efforts of others. More important, rewarding group performance may discourage optimal effort, especially when individual effort is not easily observable [20]. Most organisations now are continually asking people to perform better and examining ways to set and agree on both individual and group goals and provide object feedback on performance.

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[18] Jay H and Barry R (2004) Operations Management: 7th edition 376

[19] ALDONIO ferreirra and DAVID OtleyThe design and use of performance management system2009,VOL.20 No.4,P.263-282

[20] Maylor ,H.(2003)project management.3rd edition

3.8.4. FINANCIAL INCENTIVES

Incentive contracts can be designed to mitigate employee - employer problems. The same reasoning applies to corporation's top management. By crafting pay-for-performance compensation plans, it is possible to give managers greatest incentive to maximise share value. Linking executive compensation to the firm's performance serves to align management's interest with shareholders. Managers who take actions that succeed in raising shareholders values should be rewarded via greater monetary compensation, those who preside over poorly performing organisations should be penalised in their compensation. The "personnel today's austerity panel rejected the call for more performance related pay in the public sector, warning that it leads to increased wage bill and will not improve productivity [21]

3.8.5. PERFORMANCE TARGETS

These are target set by an organisation for individuals on which performance is assessed. It is useful to set out clear objectives ideally with quantifiable performance targets [22] .This ensures employees understand what is expected of them. It focuses on outputs of an organisation (or part of an organisation), such as product quality, revenue or profits. These targets are often known as key performance indicators (KPI) these can be achieved by group work or individually. The performance of an organisation is judged either internally or externally on its ability to meet these targets.

3.8.6. REWARDS

Rewards can either be intrinsic or extrinsic material (financial and non financial) or moral. Rewards that are financial can be included into the pay system. Extrinsic rewards may be non financial and may include gifts and social trips [23].

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[21] http://www.personneltoday.com/articles/2010/06/17/55987/performance-related-pay-for-the-public-sector-rejected-by-personnel-todays-austerity.html

[22] Ewan F, Laurence E L (JR),Christopher P (2005) Public Management:1st edition, p 500

[23] Allen Witton, Marie Christine. Considering participating in knowledge management projects Volume 10

McClelland and Winter have argued since the 1950s that all workers including managers are influenced and motivated by three desires:

I. The desire to achieve

II. The desire for power

III. The desire for affiliation at work [24]

"The relative strength of each of these three desires or motives will vary from individual to individual and what matters as far as the management is concerned is to understand what does motivate people rather than to believe all people can be motivated in the same way. Administrators behaviour is characterized by high achievement motivation supported by a power motive and with affiliation very much third. Achievement motivation is characterized by the concern to do the job well or better than others, with the compliment of something important and with advancement. Such Administrators thrive where they have personal responsibility for finding answers to problems and they tend to set moderate achievable goals and take calculated risks".[25]

If the targets are too moderate there is little challenge and little satisfaction but if they are too high they are too risk. Achieving the goal is important it motivates employees [26].

Achievement motivation is closely linked to the desire to create something, the desire to do something effectively. Administrators need both creativity and confidence if they are to seek out and exploit new ideals and they must be willing to take risks. Why do I say this, is because by virtue of the work and the organisation under review the only one who can be the executive director is a qualified Doctor

[24] J Thompson and F.Martin [2005] strategic management: awareness and change, 5th edition. p458

[25] J Thompson and F.Martin [2005] strategic management: awareness and change, 5th edition. p458

[26] J Thompson and F.Martin [2005] strategic management: awareness and change, 5th edition. p458

McClelland and Winter describes achievement motivated people as those who take very measured risks [27].Management at every level in the organization is responsible for ensuring that every employee's job is meaningful, rewarding and clearly linked to the overall objective of the organisation[28].

Motivation is outside the control of the individual and is at the disposal of others; sometimes the individuals' superior and more often the organisation itself. Any lack of attention can lead to job dissatisfaction and motivation problems. These include such simple matters as salaries and conditions, incentive arrangements (which are discussed later), share schemes, pension schemes, insurance etc. Surprisingly, these simple factors are often overlooked by management and can lead to problems in the workplace – even more so if other organisations are seen to be providing better rewards this can lead to employee high turn over.

3.9. MOTIVATION

The organisations use positive consequences such as verbal congratulations to motivate employees, awards, and social activities arranged during the year especially charismas party for workers.

An individual is committed to perform better as observed by Marks that: "Equity itself can be defined as a ratio between an individual's job inputs (effort/skill) and rewards (pay/promotion). The motivation comes from what an employee receives in proportion to the effort applied. This is a dangerously subjective and emotive area. An employee who does well with his sales figures deserves a reward. However, what about the situation where one employee does well because his product is in demand, and his territory easy, while another has a difficult product and/or territory. Should the second be better rewarded because of the difficulty? The problems are likely to arise with inequity. Once there is a feeling of inequity, of being taken for granted, of being

[27] Mc Clelland,D and Winter,D (1971)motivating economic achievements. free press

[28] Davis m and Janelle H (2005) Operations Management: integrating manufacturing and change,5th edition

expected to give too much, then there is potential for serious problems. Equity theory really emphasises that the workplace is about human relationships. Only when this is properly recognised, can any meaningful equity assessments be made. The business needs to be like a family, with everybody gaining from and sharing in the successes. This may mean that everybody is treated as a team member, each has a role and each shares in an objective and clearly equitable manner“[29].

Although this article relates mostly to profit making organisation, the point is that even in public sector, workers should not be taken for granted that they need to sacrifice for the job with little pay or incentives.

While some employees produce the best quality work they are capable of regardless of the incentive, others need an occasional spark of motivation. When handled effectively, the result leads to greater efficiency and increased morale. Keeping employees motivated is the key to maintaining a productive, successful organisation. “Managers must find ways to motivate employees and make them want to live up to their full potential. To do this effectively, managers need to understand what motivates employees within the context of their respective roles” Some rewards are intrinsic, felt directly by the individual. By contrast, others are extrinsic such as bonuses and praises. This again emphasises the point that matching the individual to the job and workplace is the vital part of the motivation process; especially expectancy recognises that, not only do priorities change, people move in different directions on the pyramid, but expectancy balances can actually change from positive to negative. If there is a continual failure to recognise achievement, a progressive breakdown of trust, then even the best employee can become someone who is at best, just a time server. There must be a level of trust that the employer will deliver on his/her promises. If trust is not present, and seen to be present and viable, then nothing will motivate an employee and they will get their satisfiers elsewhere.

[29] Mark Lee Inman , (1999) ,motivational theory in small business strategy, December ,ACCA student Accountant p.48

3.10. PERFORMANCE RELATED – PAY

Performance related pay in the public sector is not often considered because it has side effect to performance although the uniform incentive has been considered it has been proved that this contributes to huge wage bill and distorts performance. If this scheme is used, it compels individuals to disproportionately deliver only certain aspects of their role. It has been proved that performance – related pay in public sector is difficult to design and difficult to implement and further that it does not contribute to more efficient public sector.

3.11. ACHIEVEMENT AND POWER MOTIVATION

Thompson quotes that, the manager, in fact all workers are influenced and motivated by three desires [30]. The relative strength of each of the three desires or motives will vary from individual to individual and what matters as far as management is concerned is to understand what does motivate people rather than to believe that all people can be motivated in the same way. Employee behaviour is characterised by high achievement motivation, supported by a power motive, and the affiliation very much third. Achievement motivation is characterised by concern to do a job well or better than others, with the accomplishment of something unusual or important and with advancement .such managers thrive where they have personal responsibility for finding answers to problems, and they tend to set moderate achievable goals and take calculated risks. If the target is too modest, there is little challenge and little satisfaction, but if they are too high, they are too risky. Achieving the goal is important. They also prefer constant feed back concerning progress. Achievement motivation is closely linked to the desire to create something. Employees' behaviour also features the desire for power, influence and independence.

[30] J Thompson AND F.Martin [2005] strategic management: awareness and change 5th edition p458

4. RESEARCH AND ANALYSIS

4.1. BACKGROUND INFORMATION

This research was conducted in two hospitals in Zambia, a country which is landlocked and situated on the southern part of Africa. It has a population of about 13.046 508 million people [31] and an area of about 752 614 sq km. It is divided into nine provinces and each province with its provincial head quarters; the provinces are further subdivided into 72 districts. I selected to carry out research at Ndola central hospital situated on the Copper belt province and Chipata general hospital in eastern province of Zambia. [32]

According to the Ministry of Health, facilities that aim at delivering health care to the community are classified as either a hospital, health centre or health post [33].The hospitals are further divided into three categories namely level 1 hospitals at district level also known as the primary level hospital, level two hospital at provincial level also referred to as secondary hospital and level 3 hospitals also referred to as tertiary hospital at the central level. Chipata general hospital is a 2ndlevel hospital covering all referral cases in the province. This means that all the case that the first level hospitals could not handle in the districts of eastern province are referred to Chipata general hospital. This means therefore that the hospital is attending to a population of approximately 1 707 731 in the province according to 2010 census of population and housing .Ndola central hospital is a tertiary level hospital at central level. It handles cases referred from first and second level hospitals. It covers a population of about 1 958 653, the population for the copper belt [34] but also handles other cases form other provinces.

[31] http://www.zamstats.gov.zm/

[32] http://www.mapsofworld.com/zambia/zambia-political-map.html

[33] http://www.moh.gov.zm/?q=content/health-facilities

[34] http://www.zamstats.gov.zm/

4.1.1. VISION

The vision of the ministry of health in Zambia is to provide the people of Zambia with equity of access to cost effective, quality health care as close to the family as possible [35]

4.1.2. OBJECTIVE

The objective is to improve access to health care, affordability of health services and health systems strengthening, reduce the disease burden and improve the health status of the citizens as well as accelerate the attainment of the millennium development goals (MDGs) [36]

All health facilities in Zambia have an obligation to ensure that the objective of the ministry of health is achieved. This is a challenge because the majority of the people that must work to ensure the objective is achieved are de motivated.

It is against this back ground that I want to find out how the health workers will contribute in the attainment of the millennium development goals if they are not motivated. Most of the experienced doctors and nurses have left the country for greener postures as it may be called; the country has a critical shortage of human resource in both the rural and urban areas [37]. This means that at one point they were not satisfied with either work or an incentive that is why they had to leave employment.

The ministry of health recognises the critical shortage of human resources in health delivery system.

"The health sector is facing a major human resource crisis and there are shortages of health workers at every service delivery level. The health sector recognises that human resource are critical in the provision of quality heath care and that to address the current

[35] http://www.moh.gov.zm/

[36] http://www.moh.gov.zm/

[37] http://www.who.int/workforcealliance/forum/2011/hrhawardscs29/en/

crisis, it is essential that it ensures an adequate and equitable distribution of appropriate skilled and motivated heath workers providing quality service" [38]A number of factors have been cited as contributing to such shortages. These include:

- Inadequate condition of service(pay and incentives)
- Poor working conditions/environment (facilities supplies and equipment)
- Week human resource management system
- Inadequate education and training system

In my analysis of the factors that motivate the workers, I'm carrying out the research in an environment where the workers are already de motivation and where the ministry has already identified the problem. The large number was taken from the medical staff because they are directly involved with the job. The support staffs were not targeted but a few were interviewed.

4.2. EMPLOYEES MOTIVATION SURVEY

In order to study and analyse the motivational factors, the research was conducted in selected institutions and doctors, nurses, clinical officers, paramedical staff and support staff were interviewed.

4.2.1. LIMITATIONS

The data collected create some limitations mainly because the institutions researched are public and the workers are responsible not only to the administrators but to the public as well. Secondly is that some motivational factors are generalised such as pay (salaries and wages) how it will influence motivation when it is determined by central government and workers accept to the conditions of employment when they accept the job offer.

[38]http://www.who.int/workforcealliance/knowledge/themes/communityworkersincentives.pd

The sample of the target population was restricted due to the sensitivity of the information being collected, and the geographical area.

4.2.2. TARGET ALLOCATION

There are no strict target allocations on which workers can be assessed because they are difficult to set. The doctor's work depends on the number of patients visiting the hospital pay day.

4.2.3. INDIVIDUAL PERFORMANCE MEASUREMENTS

Performance measurement in public sector is a challenge, as the public institutions are controlled by central governments. Information about health practitioners concerning their performance is quite complicated because of bureaucracy. Public service workers serve a lot of people and are accountable to everyone not only to those in management. They include: the users of the services who are the patients, payers for the services (central government) and politicians at different levels in government. On the other hand policy formulation, strategic planning, financing and reviewing registration are done by the ministry of health, meaning that the management can not easily decide to reward workers for their hard work. Nevertheless individual performance is measured by using the following methods in both hospitals:

4.2.4. PERFORMANCE APPRAISAL

It is the requirement of the hospitals researched that every employee must be appraised every year. The appraisal form is given to the individual employee and interviewed .The interview is conducted by the department head. Each employee is assessed as excellent, very good, good, and poor on certain disciplines. It is based on these that they are promoted especially support staff but for the health practitioner each position is held by qualified personnel and it not mandatory that if the position is vacant every one can take over. The appraisal system is well constructed and is fair to both individual and organisation. It is accepted and understood that appraisals are formal events and that provides an opportunity to both the employee and the supervisor to look back at past achievements (and failings) and to look forward. Appraisal systems exist to improve organisational efficiency and effectiveness by ensuring that individuals perform to the

best of their ability and develop their potential. Part of the performance appraisal form is shown below on which individual workers are assessed

Performance appraisal form (Example)

No,	Details	excellent	Very good	good	unsatisfactory
1	Personality	✓			
a	Openness		✓		
b	Self discipline	✓			
c	Positive emotions	✓			
d	Cooperation		✓		
e	Responsibility	✓			
2	competence			✓	
a	Skills	✓			
b	Intelligence	✓			
c	Common sense	✓			
d	Leadership skills		✓		
e	Commitment		✓		
f	Absenteeism				✓
g	effectiveness	✓			

Signature of appraiser signature of appraise

Recommendations

Fig. 1.6Performance appraisal form

Source: own contribution

4.2.5. EMPLOYEE RANKING BASED ON OVERALL PERFORMANCE

Employees are benchmarked to each other based on performance. Doctor may be benchmarked based on operation(successful operations) carried out in the quarter to verify how many patients were operated on that died or how many came back to the hospital apart from review for the similar problem. Sometimes they are assed based on the number of patients screened per quarter. Medical staff are measured also on the basis of call out, how many times the officer was called for work when he/she already knocked off. Performance is also done by determining how many minutes does it take doctor complete an operation in the theatre. How many patients die after operation, again here the medical staff are rated. Patient complaints are a measure of performance and number of admissions as well.

4.2.6. INCENTIVES

Employees are given incentives for the extra work they do and these are in the form of in-service training, Labour Day award to deserving workers. This motivates them to work hard in order to gain an award. Not all workers appreciate these incentives others prefer not to be given as they feel it is not enough and only recognised after one year. They feel that recognition takes too long and hence did not want to participate in extra duty. But when this came to light that most workers did not want to work because the incentive was not enough, it was decided that all the workers be given on board an incentive extra duty allowance. Meaning everyone can be called for work at anytime or may work extra hours depending on the job. This has an advantage of being variable, controlled and being universal but has some down effect of being easily forgotten as they are seen as being part of the regular emoluments and not necessarily related to certain behaviour.

Reward systems seem to be consistent, transparent and understood by workers as they are determined by central government. The reward system is consistent in the sense that rewards are not awarded on the basis of individual or group performance but that rewards are given across the board. this is because, for the patient to be attended to has to be seen by different practitioners for example, has to go to the laboratory, the x-ray

the pharmacy etc When new employees accept the job offer agrees to the conditions of service that are put in place. This reward system aids recruitment and retention and ensures that employees work to a known and consistent standard. A few workers talked to, feel that they are content with the rewards that they receive and hence have decided to remain in employment

4.2.7. BUDGETING

The budget should act as a motivating device. This should be enhanced through the feeling of involvement. As already observed that the heads of departments are involved in the budget preparation means that they are able to budget for the materials that they intend to use in their operation, for example laboratory requirements and non medical supplies should be budgeted for by the department head. When this responsibility was given it was found that motivation towards work was increased

It is also possible however, that management may view the budget as a pressure device in trying to get them to achieve a level of performance that they do not see as achievable. Budgets may also be used a base against which to measure actual performance. The measures may be quantitative in both monetary and non-monetary terms. Examples might be the monitoring of cash flow or the percentage of material losses incurred. The trend of variances between budget and actual may be monitored in order to help identify whether an ‘in control’ or ‘out of control’ situation exists. For example how many patients were admitted in the quarter and how much was spent in their maintenance.

The management ensures that attention is focused on cost. Even if each department is given the responsibility to do the budgeting, costs are monitored to ensure they do not exceed the budget line. Technological changes and new operating systems help reduce costs equally they improve efficiency and quality of work in the public sector, procurement of some advanced screening equipment has helped in the retention of some workers there by reducing costs on emoluments

4.3. DESCRIPTIVE STATISTICS AND QUESTIONNAIRE ANALYSIS

Both the research and the questions were written to specifically address the five survey questions. The survey and questions collected data on respondent's perceptions about motivation factors and what really motivates workers in the public sector.

4.3.1. RESPONSE TO SURVEY BY PROVINCE

TABLE 1: Survey response

Province	Hospital	Medical staff	Human resource officers	Data entry	Others	Total	Follow up interview
Eastern	1	Contacted : 60 Responses:36	Contacted:5 Response:3	Contacted:2 Responses:2	contacted:3 Responses:3	70 44	Responses 3
Cooper belt	1	Contacted : 60 Responses:46	Contacted : 4 Responses:4	Contacted : 4 Responses:3	Contacted : 6 Responses:4	74 57	Responses 4

The first part of the survey asked respondents about their personal details and how patients feel after using their service. The response was over warming as the results were that the patients were satisfied. This question considered the patients as the stakeholders in helping measure performance for health practitioners, how often complaints are received by management against a doctor or clinical officer or nurse in a quarter then these are recoded and review with the officer responsible during appraisal. The third part of the questionnaire asked respondents about their demographic information .the most important question asked respondents about what they perceived were the motivating factors and then the last to be considered most asked about what the respondents really motivates them. Further comments were encouraged where necessary. The survey was anonymous no names were required and job tittles except the age.

4.3.2. INTERVIEWS

Interviews were conducted as a follow up after the questionnaire the interviews were done on phone, but unfortunately no recordings were done. The interviews were not done as arranged as some turned it down. Out of the 57 contacted through the questionnaire in Ndola hospital only 4 indicated would be willing to participate in the follow up interview and in Chipata on 3 indicated would be willing to participate in the follow up interview.

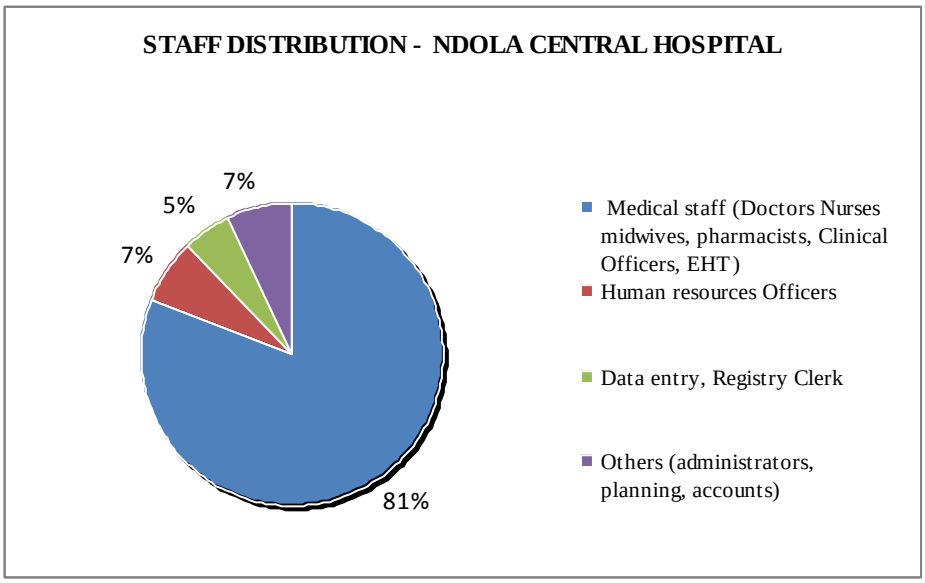
4.4. DATA ANALYSIS

Data from the survey was used to asses the extent, the four groups of individuals viewed motivational factors. The total number of respondents was 101. About 44 respondents from eastern province and 57 respondents from cooper belt province

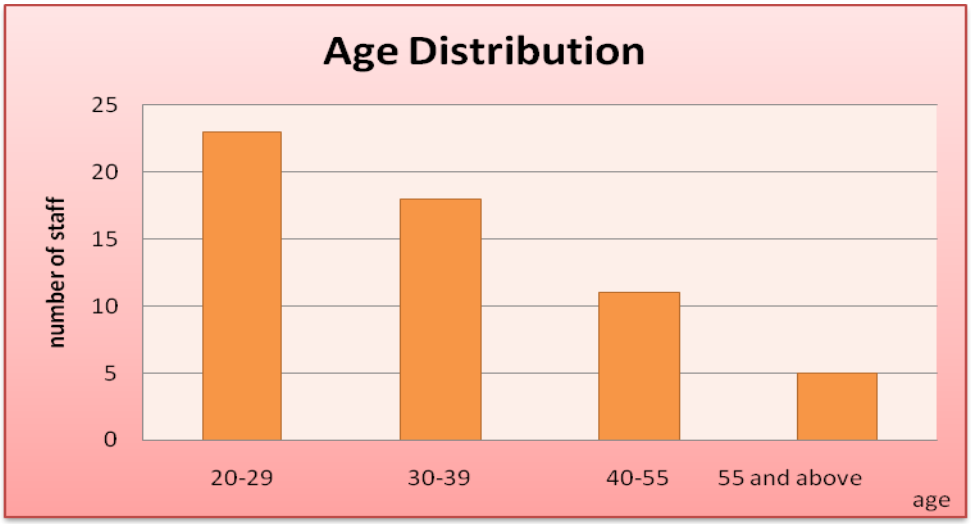
4.4.1. DEMOGRAPHIC PROFILE OF RESPONDENTS

4.4.1.1. A CASE OF NDOLA CENTRAL HOSPITAL

57 people were interviewed at Ndola central hospital as shown in the chart according to their job category. The first graph shows the respondents in percentage form according the table above and the second graph shows the age distribution of the respondents.



Graph 1: The respondents in percentages and their job category at Ndola central hospital on the copper belt



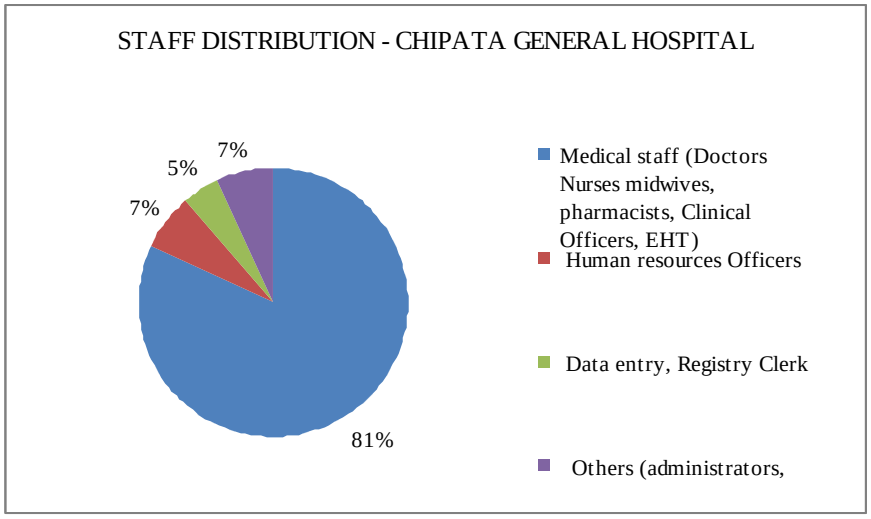
Graph 2: The age distribution of the respondents at Ndola Central Hospital on the copper belt

The above two graphs shows the respondents in percentages at Ndola central hospital where 81% were medical staff,7% were from human resource,5%f from data entry and 7% were administrators. Graph two shows the age group number of respondents at Ndola central hospital.

4.4.1.2. A CASE OF CHIPATA GENERAL HOSPITAL

The Chipata general hospital is located in the eastern province of Zambia and is located in Chipata district. It has 8 doctors, 13 clinical officers and more than 30 nurses. There are approximately 458 bed capacity and 56 baby colts. The hospital provides primary and secondary health services to the community.

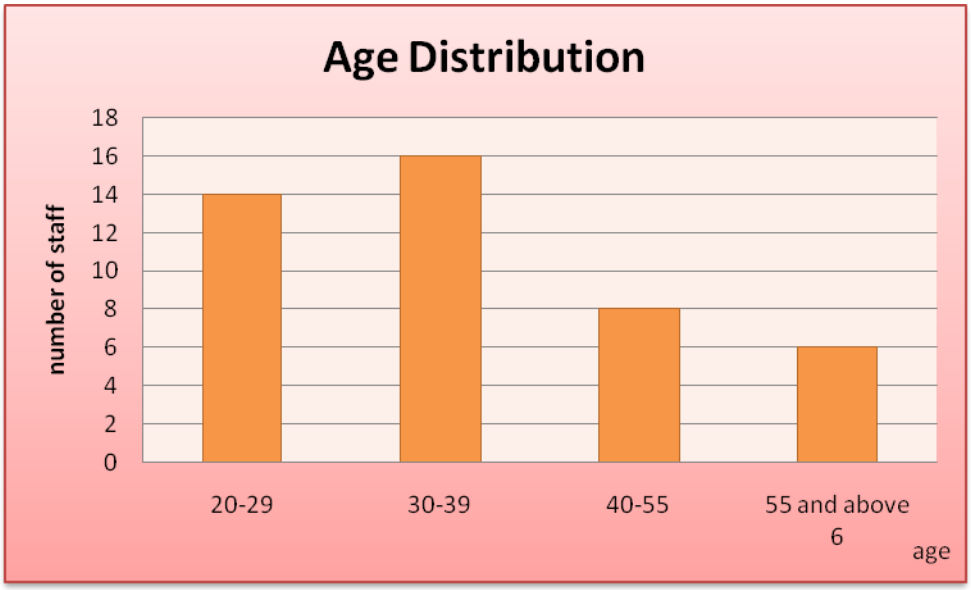
A total of 44 people were interview at Chipata general hospital as can be seen from the chart according to their job category



Graph 3: The respondents in percentages and their job category in eastern province

Source: own contribution

This shows that 82% of the respondents were medical staff, directly involved with the job.7% were from human resources office.4% were data entry section and 7% were from administration which includes accounts and planning section.



Graph 4: The age of respondents in eastern province at Chipata General Hospital

This graph shows the age distribution of respondents at Chipata general hospital.

4.5. CLIENTS SATISFACTION

Table 2: Clients satisfaction when they use service

		Medical staff	Human resources	Data entry	Others	**Total**
How Do clients feel when they use your service?	Satisfied	65	4	3	4	73
	Hopeful	5	1	1	1	2
	Less stressful	0	2	0	0	14
	Bad	12	0	1	2	12
	Total	82	7	5	7	101

This question considered the patient as the stakeholders in helping measure performance for health practitioners, how often complaints are received by management against a doctor, clinical officers or nurses. The respondents were asked how they were viewed by the patients. about 81% respondent that the patients were satisfied

4.6. EMPLOYEE'S INVOLVEMENT IN DECISION MAKING PROCESS

Table 3: Employees involvement in decision making process

		Medical staff	Human resources	Data entry	Others	**Total**
How involved are employees in decision making process	Consulted	29	5	3	5	42
	Heard	17	2	0	0	19
	Feedback	4	0	2	0	6
	Opinion taken seriously	32	0	0	2	34
	Total	82	7	5	7	101

This question considered if the workers were consulted when it comes to decision making or concerning some budgetary matters, about 41% said they were consulted, 19% said they were heard,6% said they received feedback and 34% said their opinion was taken seriously. Everyone is involved in the process of making sure that the objectives of the health sector is achieved

4.7. FACTORS OF MOTIVATION

What was required from this question was to confirm if the employees are able to identify the factors that motivate an individual. From this question it was confirmed not only from my literature review, but also workers themselves were able to come up with their opinion concerning the factors that motivate employees. All the ten factors that appeared in the questionnaire were at least ticked indicating that all the factors that were theoretically identified even practically do apply.

4.8. PARTICIPATION IN BUDGET SETTING

Table 4: satisfaction with the level of participation in budget setting

		Medical staff	Human resources	Data entry	Others	**Total**
Are you satisfied with the level of participation in budget setting	yes	9	5	3	5	22
	No	73	2	2	2	79
	Total	82	7	5	7	101

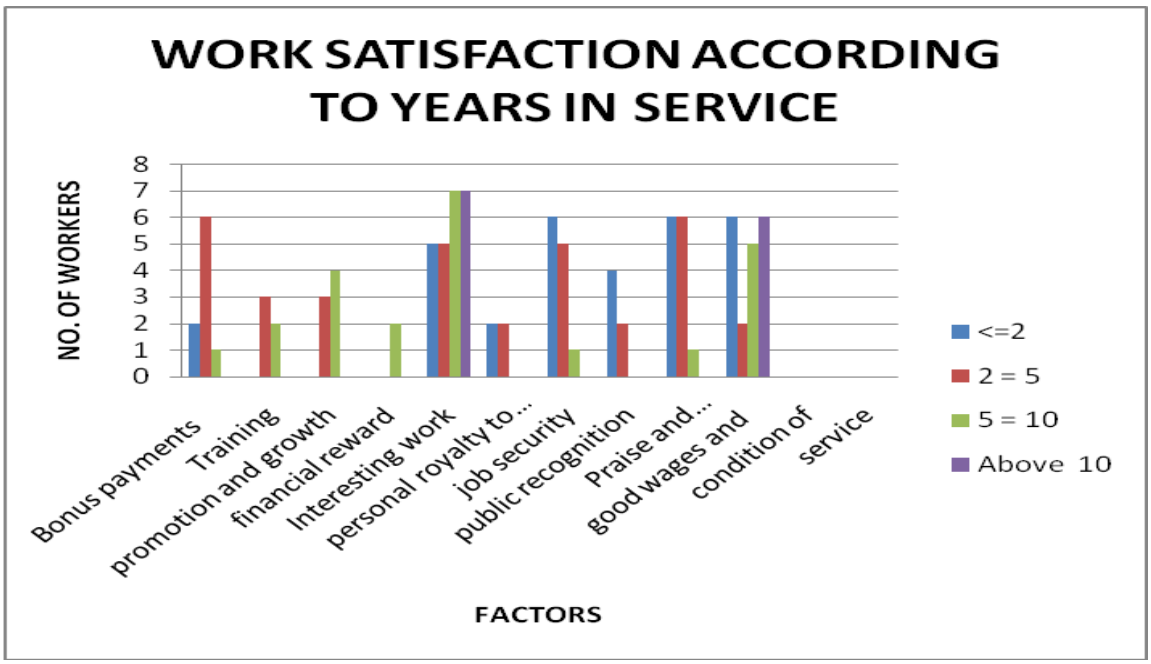
This question considered the level at which the workers were satified or motivated by the level of participation in budget formulation.About 78% were not satisfied with the level of budget setting,this may be because only department heads are involved in budget preparations.but as already discussed in table 3 above about 42% of the workers were consulted and about 34% had their opinion taken seriously,my argument is that even if the workers were not directly involved but their opinion was considered.

4.9. MOTIVATION ACCORDING TO YEARS IN SERVICE

When responses were analizsed with regard to the years people have been working, some interesting findings can be seen in graf 4.according to the graph people are satisfied with work following the years they have been in service.After 10 years there is an increase in job satisfaction as can be seen that even work start becoming interesting,this is because employees start now using their skills,Identif and the meaning of the job .This therefore means that the longer the person stays onthe job the more useful they become.Health workers do not easisly change careers but they can change the location of work but would still remain with the government.Employee turnover is high,workers leave to other countries.but those who decide to remain do not easily change jobs.

With increasing years in the health sector the more interesting the work becomes,the more the doctors become confident of themselves and could excute duties alone without the supervisor.After developing interest in the job some of them now start looking for

good condition of service.as can be evidenced from Graf 4.those from 1 to 5 years ,are interested in praise and public recognition,because they are new in service.If we follow Hertzberg theory of motivation we discover that money and good condition of service is not a motivator but interesting work and public recognition.When the theory of Hawthorne is used which considers social relations as a source of motivation.The workers develop interest in the job because of the cardial relationship at work.

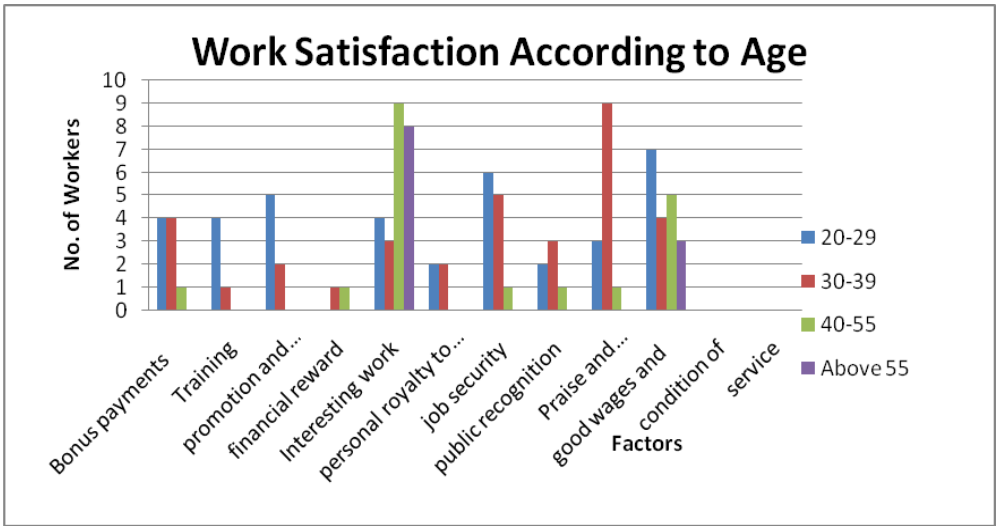


Graph 5: years in service [appendix 3]

4.10. MOTIVATION ACCORDING TO AGE

When the respondents were analysed according to age, it was found that order people seem to receive more satisfaction from the job; this is because they are skilful and have experience coupled with education to execute their duties without close supervision. Above 55 years receive more job satisfaction out of the intrinsic motivation factors than those in age of between 30 to 40 who lack those internal motivators to higher levels; intrinsic motivators according to Hertzberg are those factors that affect an individual behaviour. The more the person experiences those factors, the more satisfied and motivated the person is at work. As can be seen from appendix 3 those in the age range of 20 to 29 are as well satisfied with the work because they experience those factors as

recognition. In contrast extrinsic factors are identified by Hertzberg as those factors that are hygiene and pointed out that they do not save as motivators, but reduce the extent of dissatisfaction experienced by workers. Appendix 3 and graph 5 show that those in the range of 30 to 40 concentrate on praise and acknowledgement. Meaning they look for good relationship with fellow employees and employers and good relationship with supervisors.



Graph 6: Age groups [Appendix 3]

4.11. RESULT OF OBJECTIVES AND HYPOTHESIS TESTING

As can be seen from the ranked order of the factors that affect motivation, (appendix 1) after the research the factors were seen to have carried a different route. The order of the factors were changed as follows

i. interesting work
ii. good wages and condition of service
iii. praise and acknowledgement
iv. job security
v. bonus payments
vi. promotion and growth

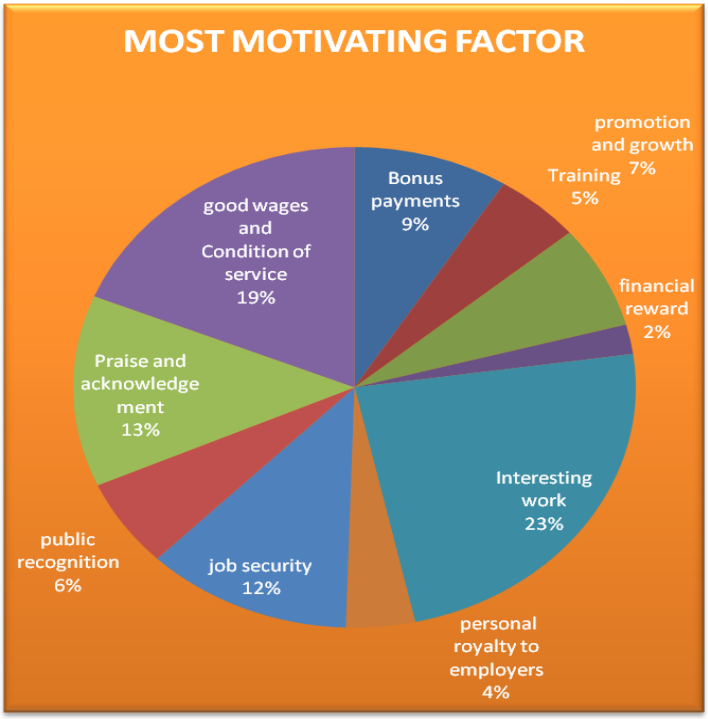
vii. public recognition

viii. personal royalty to employers

ix. training

x. financial reward

All the above factors are the most motivating. The rate at which individuals are motivated is different and hence the arrangement has changed from the usual one which was put in the questionnaire.



Graph7: Most Motivating Factor

A comparison of these results to Maslow's hierarchy of needs theory provides some interesting insight into employee motivation. The number one ranked motivator, interesting work, is self – actualising factor, the number two ranked motivator, good wages is a physiological factor, the number three ranked motivator, full praise and acknowledgement is an esteem factor. The number four ranked job security is a safety factor.

Therefore according to Maslow [39],if managers or hospital administrators as they are called wish to address the most important motivational factor of health workers, that is interesting work, firstly psychological, safety, social and self-esteem have to be satisfied. If administrators wish to address the second most important factor motivational factor good pay, contrary to what Maslows theory suggests the ranges of motivational factors are mixed.

Maslows conclusion that the lower level motivational factors must first be met before ascending to the next level were not confirmed. This means that in public sector where most workers interest is not financial incentive but to save the public or the lives of people this theory does not apply.

The next analysis compares the first two important motivational factors to Hertzberg's two factor theory, the highest ranked motivator factor, interesting work is motivator factor. The second ranked motivator factor, good wages and salaries is hygiene factor; Hertzberg stated that to the degree that motivators are present in the job, motivation will occur. The absence of motivators does not lead to dissatisfaction. But he further stated that the absence of hygiene factors from a job, dissatisfaction will occur. When present hygiene factors prevents dissatisfaction but do not lead to satisfaction

The finding from the survey also suggests that there are significant differences between males and females regarding the factors of motivation. The males prefer public recognition and personal development while the females prefer that, the client is satisfied. There was objective evidence that nurses are very committed to work and their results are recognised by management.

The other aspect of the survey which was looked at was the issue of willingness to work. Health workers motivation also exists when there is alignment between individual and organisational goals and when workers perceive that they can carry out their tasks. Workers willingness to devote their time and effort to work is one of the tools used by

[39] Maylor .H. [2003] Project Management 3rd edition

management to reduce employee turn over. The clients are satisfied with the services received from the hospitals. According to interviews conducted management receive few complaints from clients and because of this they believe that workers are devoted to work.

There are also external motivating factors that help reduce the employee turnover and absenteeism. The hospitals are located in urban areas and most of the workers have bought houses near the working places. Some workers do not want to leave because of fear of high cost of rentals in some places.

When the questionnaire was circulated for the workers to identify the factors of motivation all the ten factors were identified. Management has recognised the value of people in the work place by recognising their effort by paying some of them awards. Others are appreciated and congratulated then this makes them feel part of the management team.

Although cost benefit analysis can not be determined by management in these two hospitals studied the type of management exhibited helps reduce costs, through hiring and firing. The organisation structure is not so complicated that some workers find it difficult to see the administrators. This has helped maintain a cordial relationship with the employees, based on this; employees find it unnecessary to leave employment.

5. CONCLUSION AND RECOMMENDATIONS

5.1. CONCLUSION

The ranked motivational factors provide useful information for public workers administrators. The strategy for motivating public workers depends on which motivational theory is used as a reference point. if Hertzberg is followed management should begin by focusing on pay and job security which are hygiene factors before focusing on interesting work and full appreciation of work done which in this sense motivator factors, if Vroom's theory is followed management should begin by focusing on rewarding employee effort in achieving ministry objectives. Regardless of which theory is followed in this sector interesting work and employee pay appear to be important links to higher motivation of employees. Although employee performance is monitored based on the goals set by policy makers, it was found that an employee as an individual had the prerogative to put in effort in the job or not.

Apart from the benefits and moral values of an approach to treating colleagues as human beings and respecting human dignity in all its forms, research and observations show that well motivated employees are more productive and creative

Increased effort is also costly to the worker. The upshot therefore is that the worker must receive increased monetary compensation. The employer seeks to put in place an optimum employment contract, one that maximises its benefit while compensating the worker for his efforts. Money is certainly a motivator, contrary to common belief that money is not a prime motivator and therefore rewarding employees financially does improve levels of employee motivation and thus improve efficiency. Factors and indicators such as pay, benefits, working conditions were given low rating because they are basic conditions entered into between two parties. Merit rating has been used as an indicator of performance each employee is rated as excellent, very good, average or poor in respect of the job they do.

Motivation is a continual process and need to be sustained and developed as individuals and organisational factors change over time.

5.2. RECOMMENDATIONS

Job motivation and attractiveness

- Increase motivation by listening to the workers (direct labour) who are with the patients by letting set the target as to how many patients they need to screen pay day. Above that number the workers should be rewarded.
- Continuous staff development will encourage health staff to increase their motivation. Though this factor was lowly supported but as management this should be considered.
- Ensure that there are better working environment, all the necessary equipment needed by the doctor for example must be provided. Some trained staff leave because sometimes they find it difficult to work because equipments are not provided, for example, scanners for their operation ,theatre equipments etc.
- Increase job retention and motivation by carrying out performance reviews and employee feedback.

Managers should:

- Determine the rewards valued by each employee. The employee's value mostly the basic pay, which managers have set before one is offered a job although this has got nothing to do with the hospital administrators because the salaries are determined by government
- Determine the desired performance
- Make the performance level attainable by continuous close supervision and direct recommendations of hard worker employees
- The management should put in place skilled personnel to lead each department of course; this should be an obvious matter in the heath sector.

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7. SUPPLEMENTS/APPENDICES

APPENDIX 1 QUESTIONNAIRE

1. What is the primary objective of your organisation?
    - Production
    - Sales
    - Distribution
    - Manufacturing
    - Service
    - Others specify

2. How old are you?
    - 20-29
    - 30-39
    - 40-55
    - 55 and above
3. What is your gender?
    - Male
    - Female
4. How many children do you have?
    - none
    - 1-2
    - 3-5
    - Above 5
5. What is your highest level of education?
    - Bachelor's degree
    - Masters degree
    - Doctorate
    - Non of the above

6. . How do clients feel when they use your products/service?
    - Satisfied
    - Hopeful
    - Less stressful
    - Bad

If they feel bad, what do you think could be the major problem? Explain……

7. Do you see this as an important responsibility and you are determined to work hard and perform better? (Choose one which apply)
    - Strongly disagree
    -
    -
    -
    -
    - Strongly agree
8. How involved are employees in decision making process?
    - Consulted
    - Heard
    - Feedback
    - Opinion taken seriously

9. Do you see this as a significant recognition in this organisation?(Choose one which applies)
    - Strongly disagree
    -
    -
    -
    -
    - Strongly agree.

10. How long have you been in employment?
    - < = 2 year
    - 2 - 5 years
    - 5 – 10 years
    - > 10 years

11. What really motivates employees (tick)?
    - Interesting work
    - good wages and condition of service
    - praise and acknowledgement
    - job security
    - bonus payments
    - promotion and growth
    - public recognition
    - personal royalty to employers
    - training
    - financial reward
12. Do employees feel they have job descriptions that give them some autonomy and allow them to find their own solutions or are they given a list of tasks to perform and simply told what to do?
    - Yes
    - No

If No explain the impact on the job…….

13. How satisfied are you with the level of participation in budget setting? (Tick only one that apply)
    - Very satisfied
    - Fairly satisfied
    - Very dissatisfied

- Fairly dissatisfied

14. How satisfied are you with the level of recognition and rewards you receive for your achievements at work? (Tick only one that apply)
    - Very satisfied
    - Fairly satisfied
    - Very dissatisfied Fairly dissatisfied
15. If you feel that your work achievements are recognized. What form does this recognition generally take? (Please tick any that apply)
    - Job security
    - Financial reward(benefits)
    - Personal royalty to employers
    - Interesting work
    - Bonus payments
    - Training
    - Good wages and salaries and condition of service
    - Promotion and growth
    - Public recognition
    - Praise and acknowledgements
16. Which of the following forms of recognition do you find most motivating? (Please rank in 1-10)
    - Job security
    - Financial reward(benefits)
    - Personal royalty to employers
    - Interesting work
    - Bonus payments
    - Training
    - Good wages and salaries and condition of service
    - Promotion and growth
    - Public recognition
    - Praise and acknowledgements

17. What is the level of morale of workers towards work and result achievements.(tick only one)
    - Excellent
    - Very Good
    - Good
    - Poor
18. If you feel that the level of morale is influenced by certain factors. Which of the following factors may be applicable (please rank 1-8)
    - Greed
    - Job security
    - Job satisfaction
    - Way to pass time
    - Achievability of rewards
    - Poor conditions
    - Basic pay
    - Willingness to save
19. How do you measure both your motivation and confidence in your organisation?
    - Poorly ranked
    -
    -
    -
    -
    -
    - Highly ranked.
20. Do you think your hospital has a high staff turn over?

Yes/No

…If yes, Why? Explain…

21. Do you think your hospital recognizes performance related pay?

Yes/No

22. . What motivates you to continue working for public sector? tick (only one)

- Job security
- Financial reward(benefits)
- Personal royalty to employers
- Interesting work
- Bonus payments
- Training
- Good wages and salaries and condition of service
- Promotion and growth
- Public recognition
- Praise and acknowledgements

Thank you very much for your cooperation.

All information will be treated as confidential

APPENDIX 2: MOST MOTIVATING FACTOR

		Medical staff	Human resources	Data entry	Others	**Total**
What most motivates you as an individual to continue working for Public sector? tick (only one)	Bonus payments	9	0	0	0	9
	Training	3	1	0	1	5
	promotion and growth	7	0	0	0	7
	financial reward	2	0	0	0	2
	Interesting work	16	3	1	4	24
	personal royalty to employers	4	0	0	0	4
	job security	10	2	0	0	12
	public recognition	6	0	0	0	6
	Praise and acknowledgement	11	0	1	1	13
	good wages and	14	1	3	1	19
	Total	82	7	5	7	101

APPENDIX 3 YERARS IN SERVICE AND AGE OF RESPONDENTS

		Total	Age				Years in employment			
			20-29	30-39	40-55	Above 55	**<=2**	**2-5**	**5-10**	**Above 10**
How old are you?	Bonus payments	9	4	4	1	0	**2**	**6**	**1**	**0**
	Training	5	4	1	0	0	**0**	**3**	**2**	**0**
	promotion and growth	7	5	2	0	0	**0**	**3**	**4**	**0**
	financial reward	2	0	1	1	0	**0**	**0**	**2**	**0**
	Interesting work	24	4	3	9	8	**5**	**5**	**7**	**7**
	personal royalty to employers	4	2	2	0	0	**2**	**2**	**0**	**0**
	job security	12	6	5	1	0	**6**	**5**	**1**	**0**
	public recognition	6	2	3	1	0	**4**	**2**	**0**	**0**
	Praise and acknowledgement	13	3	9	1	0	**6**	**6**	**1**	**0**
	good wages and	19	7	4	5	3	**6**	**2**	**5**	**6**
	Total	101	37	34	19	11	**31**	**34**	**23**	**13**

ZAMBIA
Political Map
N
TANZANIA
Mpulungu
Mporokoso
Isoka
Kasama
NORTHERN
LUAPULA
Mansa
Mpika
MALAWI
Lundazi
DEMOCRATIC REPUBLIC
OF THE CONGO
ANGOLA
Mwinilunga
Solwezi
NORTH WESTERN
Zambezi
Chingola
Ndola
COPPERBELT
Serenje
Chipata
EASTERN
Katete
CENTRAL
Kabwe
LUSAKA
LUSAKA
Mumbwa
MOZAMBIQUE
Mongu
Kaoma
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SOUTHERN
Monze
Mulobezi
Choma
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Other Cities