

The Impact of Motivation on Employee Performance: The Case of North East District Administration

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Abstract

The study on North East District Administration employees aimed to establish if employees are motivated and establish the impact of motivation on job performance. A Case study design was adopted. Semi-structured interview questions and a group interview were used to collect data from 10 respondents. It was found that employees in NEDA are motivated and monetary/ salary rewards motivates employees the most. In conclusion, Employee Equity was found to exist in NEDA. The study recommended that supervisors be trained on how to motivate employees and minimise resource related hindrances/limitations to employee performance.

Keywords: Motivation; Employee performance; Administration; Employee equity.

1. Introduction

North East District Administration (NEDA) commonly known as the Office of the District Commissioner is the highest office in the District. It is responsible for provision of strategic leadership and direction for the achievement of Central Government objectives at District level. The office is tasked with monitoring performance and delivery of government programs by various Departments through coordination of the District Development Committee and its sub-committees and mobilization of resources for emergency and disaster situations such as floods and wildfires. Furthermore, the office is responsible for solemnization of marriages, administration of confession; presides over, assesses and provides advice on complaints presented and counsels the disputing parties as well as resolving family disputes. The district headquarters' is based in Masunga; which is approximately 100 km North East of the City of Francistown. The District is made up of 43 villages; distributed within two parliamentary constituencies; Tati East and Tati West. Given the roles executed by this office, it is therefore imperative that NEDA employees are motivated to ultimately perform to reach their maximum productivity for quality service provision and delivery. Motivation provokes employees to constantly look for improved practises to do work (Rutherford and Algren, 1990) thus their performance constantly improves. Employee performance is vital as it goes a long way in determining the success of the organisation as well as individual employee's growth and development (Meyer and Peng, 2006).

Motivation in the world of work has been perceived and conceptualised by various theorists. Several studies on motivation have indicated that employee motivation is the factor that highly influences employee performance (Mougbo, 2013). Mougbo (2013) states that a motivated employee is responsive to goals achievement thus channels efforts in pursuit to achieving that specific goal. For that reason, if the organizational goals are outlined precisely, motivated employees will therefore outperform de-motivated employees.

1.1. Aim and Objectives

The aim of this study is to establish the impact of motivation on employee performance in North East District Administration.

The objectives of the study are to:

- find out if NEDA employees are motivated
- determine factors that motivates employees in NEDA
- establish the impact of employee motivation and employee job performance

The research question for this study is "what relationship exists between employee motivation and employee performance.

1.2. Hypothesis

- Majority of employees in NEDA are motivated
- Financial/economic rewards is the main motivating factor to employees
- Motivation highly impact on employee performance

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1.3. Significance of Study

Although there is empirical evidence on motivation and employee performance, (Bartol and Martin, 1998; Bulkus and Green, 2009; Mougbo, 2013; Rutherford and Algren, 1990; Vroom, 1964) to the knowledge of the researchers, no such studies have been conducted in North East District, Botswana. Thus, this study would be used to generate knowledge and expand literature on the impact of employee motivation on performance in NEDA and in the country at large. The results of this study could inform the district leadership on whether employees are motivated or not. The result will inform them of factors that motivate their employees. This will indicate if there is need for mitigating strategies for employees who are not motivated enough since their performance outputs may not be maximised. The results will also inform and enable wellness committees to improve their programmes to enhance employee satisfaction, motivation and ultimately employee performance.

1.4. Conceptual Clarification

1.4.1. Motivation

Motivation is derived from the word “motivate” which according to Bulkus and Green (2009) means to “move or push or influence to proceed for fulfilling a want.” Motivation therefore could be seen as a trigger to one’s behaviour to achieve a certain goal hence gives route to behaviour.

1.4.2. Employee Performance

Employee performance is the notion of how effective individuals deliver performance outputs to achieve organizational aims and objectives (Muhammad, 2001).

2. Literature Review

In the past few decades, there has been an increased concern of human resources regarding poor and unsatisfactory remuneration. Hence it has urged researchers to study motivation in the world of work (Mougbo, 2013). Most institutions now understand that their employees are different hence they need to develop strategies that complement different types of rewards for their unique employees (Allen and Helms, 2001). It is therefore important that organisations provide a motivating environment for their employees (Osabiya, 2015).

2.1. Types of Motivation

2.1.1. Extrinsic Motivation

Extrinsic motivators are often said to be tangible rewards done for employees to motivate them and often determined by the organizational structure and level (Mullins, 2005). They are external to the individual employee. Extrinsic motivators are often powerful but short lived (Armstrong, 1993). These often include security, promotions, contract of service, environment and condition of service or environment.

2.1.2. Intrinsic Motivation

The motivating factors are personal to the employee. They are commonly referred to as psychological rewards since they address individual needs such as achievement, perceived appreciation and recognition (Mullins, 2005).

2.2. Theories of Motivation

The main purpose of motivational theories is to predict employee behavior Osabiya (2015)., Armstrong (1993) and Mullins (2005) noted that motivational theories are concerned with internal and external factors which influence personal choice of actions, that is, why employees behave in a certain way. There are two main theories of motivation being the Content theory and the Process theory.

2.2.1. Content Theories

Content theories attempt to explain specific factors which actually motivate the individual at work. Osabiya (2015) cited Armstrong (1993) stressing that content theories focus on identifying employee needs, their strength and goals pursued in order to satisfy these needs. They place great emphasis on the nature of the needs and what motivates individuals (Mullins, 2005). Content theories often focus on the intrinsic types of motivations. Theorist like Maslow’s Hierarchy of needs, Alderfer’s need modified theory and Herzberg’s two-factor theory supports the content theory of motivation.

2.2.2. Maslow’s Hierarchy of Needs Theory

The theory states that people are motivated to meet their needs in a hierarchical manner; with the most basic needs achieved first. Maslow (1943) states that once the need is achieved it does not influence behaviour hence the demand for the next higher need becomes dominant thus motivates the individual to satisfy their need. The needs range in a five level hierarchy from physiological, safety, love, esteem and self-actualisation needs.

2.2.3. Alderfer’s Need Theory

This theory was developed as a critic to Maslow’s Hierarchy of needs Theory. The need theory argues that there are three main levels to the continuum being existence, relatedness and growth (Alderfer, 1969). The theory states that an individual can be motivated by more than one need at a time.

2.2.4. Herzberg's Two Factor Theory

Herzberg (1987) conducted research on job satisfaction and dissatisfaction. From his study he developed a theory model named need-based model in order to help managers to execute their roles efficiently. He was concerned with factors that enabled workers to perform their jobs and those that hindered them to perform productively. Herzberg (1987) therefore noted that factors that made people feel good about their jobs motivated them to perform better compared to those things that made them feel bad as they discouraged them.

2.2.5. Process Theory

On the other hand, Process theorists focus more on extrinsic types of motivation. It is known as the cognitive theory since it focuses on people's perceptions of their work environment as well as employee's interpretations and understanding of their job (Armstrong, 1993). These theorists include Expectancy theory, Goal theory and Equity theory.

2.2.6. Expectancy Theory

Vroom (1964) is a critic to Herzberg Two Factor Theory. Vroom argued that Herzberg was dependent on content and context of work roles. Vroom's theory offers an expectancy approach to motivation theories. The theory argues that employees prefer certain outcome over others (Vroom, 1964). He proposed that employees will be motivated to achieve a desired goal as long as they expect their action will achieve the set goal.

2.2.7. Goal Theory

The Goal Theory stated that motivation and performance are higher when individuals set specific goals. This therefore means when organizations have specific goals that are achievable, motivated employees can perform ultimately. Critics to the theory like Locke and Latham (1979) argue that the goal theory is more of a motivational technique rather than a formal theory of motivation. The theory has a number of implications. One of them states that the set goal should be challenging but realistic. Additionally, specific performance goals should be identified in order to direct behaviour and maintain motivation.

2.2.8. Equity Theory

After reviewing other theories of motivation, this study's theoretical framework will be based on the Equity theory which argues that employees seek rewards that are equitable to their job performance. The theory is chosen because it seeks to see how employees compare themselves to other in relation to motivation and performance inputs and outputs. The theory shows that beliefs, perceptions and attitudes influence motivation (Mougbo, 2013). The theory further argues that employees are motivated to perform productively when the ratio of employee's total outputs and total inputs is equal to the perceived ratios of other employees' total inputs and outputs. The Equity theory focuses on the perceived fairness of an individual performance (Adams (1963) & in Robbins (2003)). When employees perceives their inputs and outputs ratio to be equal to ratios of other relevant employees, a state of equity exist (Mougbo, 2013). However, when the employee perceives the ratios of his/her outputs and inputs to be unequal to those of his/her counterparts, inequity is perceived. Konopaske and Werner (2002) in Mougbo (2013) outline three types of equity namely the external equity, internal equity and employee equity. External equity is when an employee use comparison to others in different organisation but occupies the same position, while internal equity is when an employee compares themselves to employees in the same organization, however occupying different positions. Employee equity is when an employee compares themselves to other employees occupying the same position in the same organization.

2.3. Factors That Motivates Employees to Performance

Employee performance is greatly affected by many factors including work morale, rewards, team spirit, employee motivation, and organisational culture, employees feeling unvalued by management, performance appraisals, compensation, job security, and organisational structure.

Armstrong (1993) has noted a number of factors that motivate employees including incentives, rewards systems, assumption of leadership roles and others. Shadare (2009) in their study state that motivation can be used by management to increase productivity in the organization. Allen and Helms (2001) posit that types of reward practise are significantly related to organisational performance. It is widely believed that money is the major motivational factor at work. Taylor (1947) cited in Osabiya (2015) stresses that workers are motivated by obtaining the highest wages possible by working in the most efficient and productive way. Thus monetary benefits are more likely to motivate employees compared to other benefits. Sara (2004) share the same sentiments with Taylor. Sara (2004) in Mougbo (2013) states that monetary rewards have the "supremacy to magnetise, maintain and motivate individuals towards higher performance." Reena (2009) in their study with seventy six employees established that motivation is the predominant factor that affects employee performance. They noted that money has the fundamental inducement; it has the supremacy to magnetise, maintain and motivate individuals towards optimal performance. They (Reena, 2009) further noted that rewards are management tools, hence ought to be used wisely and accordingly depending on individual characters and personalities. However, he differs from Taylor (1947) and Sara (2004) because he believes that monetary rewards are not the supreme motivator. He states that factors like promotions, bonuses can be used to motivate high performing employees.

Contrary to [Armstrong \(1993\)](#), [Taylor \(1947\)](#) and [Reena \(2009\)](#)'s believe that motivation is the main factor that influences job performance, [Kreitner \(1999\)](#) states that motivation is not the main factor that contributes to job performance. [Kreitner \(1999\)](#) indicates that employees' level of skills, ability to perform tasks and employees' knowledge of the job are critical to employee performance consequently organisational performance.

2.4. Previous Studies

[Osabiya \(2015\)](#) conducted a study on factors that affect construction workers' motivation and how it affects organizational performance. The study found out that motivation has a positive effect on quality performance. In addition, employees who show characteristics of high levels of motivation show a higher work and life satisfaction. [Osabiya \(2015\)](#) states that there is a difference between motivated employees and those who are not motivated. He states that motivated employees have a sense of belonging, recognition and achievement.

A similar study was conducted by [Mougbo \(2013\)](#) in Nigeria on the relationship between employee motivation and performance. The study investigated the Impact of employee motivation on organizational performance. A hundred and three respondents were selected from 17 manufacturing firms. A Spearman Rank Correlation coefficient was used to analyse data collected. The study found out those extrinsic motivators given to employees in an organization has a significant influence on work performance. [Mougbo \(2013\)](#) noted that extrinsic motivation is in line with equity theory which emphasises that fairness in the rewards system tends to produce higher performance from worker.

[Maurer \(2001\)](#) studied employee job satisfaction and work motivation and found out that rewards and recognition are critical in enhancing employee motivation as well as organizational achievements. The literature that has been discussed supports the hypothesis that motivation highly impacts on employee performance.

3. Methodology

3.1. Research Approach

This study has dominantly adopted a Qualitative approach in order to establish if employees in NEDA: Masunga are motivated and the impact of motivation on job performance. In addition, the study has utilised concepts of quantitative design while categorising data. Using qualitative data enabled the researcher to seek meaning and explanations. Furthermore, the approach does not require large sample size and does not require the sample to be representative ([Neuman, 2012](#)). Although the study utilised some of the methods in quantitative approach, the study heavily relied on qualitative approaches.

3.2. Research Design and Methods of Data Collection

A Case Study design was used to collect data using semi-structured in-depth interviews as an instrument of data collection. The researcher collected information from 10 participants from NEDA: Masunga. Data collected from each participant is presented as a case. Each Case was given a number code (e.g. Case 1) in order to maintain the confidentiality and anonymity of the participants. The use of semi-structured interview enabled the researcher to ask pre-determined questions to the respondents and still be able to ask follow up questions when necessary ([Neuman, 2012](#)). This enhanced the quality of data since follow up questions enriched understanding of the researcher. Furthermore, the researcher was able to seek and ask for explanation and expansions where necessary thus all gaps were filled. Responses to the questions were written on each case questionnaire.

In addition to semi-structured interviews, a group discussion was conducted to gain more data for the study. The group had 2 participants from management/supervisory level and 2 members from junior level staff. [Neuman \(2012\)](#) has noted that 3-5 members in a group interview are manageable. He stated that a small group enables the researcher to engage all participants and allows everyone to participate in the discussions ([Neuman, 2012](#)). Thus the reason to choose four members in the group.

3.3. Sampling Procedure

The researchers chose to use a non-probability sampling method because the purpose of the study was not to generalise the results. Convenient-purposive sampling method was used to collect data from participants. Convenient sampling is cheap and makes it easy to reach respondents while purposive sampling allows the researcher to select respondents that fit a set criterion, in the case of this study: employees in NEDA ([Neuman, 2012](#)). Although the data's representativeness and generalisation (validity) could be questioned, this study aimed to obtain descriptive data which could inform further studies, thus, the researcher found the method appropriate.

3.4. Participants

Participants of the study are employees under North East District Administration. This included permanent and pensionable employees and employees on temporary employment as well as those on internship program and Tirelo Sechaba Participants. Participants were of legal age; that is 18 years of age and or above. The researchers chose these participants because of convenience. They are familiar with the environment, hence they aware of procedures and policies in place. Studying employees in NEDA minimised study costs and consumed less time during data collection since researchers did not have to travel long distances to contact her participants. The researchers have good networking relationships with the administration hence facilitated easy access to conduct the study in NEDA.

Prior to engaging participants to the study, participants were informed of their rights in writing and were asked to sign a consent form which indicate that they agree to participate in the study. The consent form outlined what is expected of the participants and what the research is about.

3.5. Data Collection

In order to collect data in NEDA, the researchers wrote a letter to the District Commissioner asking for permission to conduct the study in the office. After permission was granted, the researcher mobilised all staff of NEDA in order to familiarize them with the study and its purpose. This was because the research is a convenient sample, thus enable anyone who is available to part take in the study.

The data was collected using a semi structured interview questions. Interview questions were developed by the researcher on motivation and how it impact job performance. The questions included demographic data of participants. This was to enable the researcher to categorize participants. Majority of the interview questions were open ended questions. These questions enabled the researchers to seek further details on the issues discussed (Neuman, 2012). Other questions included listing while others required choosing from a number of options provided.

3.6. Data Analysis

The study utilised an analytic comparison approach to analyse data collected. The researchers quantified responses to establish common characteristics of participants. This enabled in-depth and careful examination of details of cases (Neuman, 2012). The researchers investigated areas in which the results match (agree) or how results divert (differs) from information of the literature review.

3.7. Limitations

The main limitation to the study was time. The researcher was working while conducting the study. Additionally, the researcher had other school commitments additional to the project. The researcher also noticed that data provided by the respondents maybe biased considering that the researcher has a working relationship with the respondents hence belief some were not entirely open about their experiences especially when explanations and expansions were requested.

4. Analysis of Data, Discussion and Findings

Cases presentation

4.1. Case 1

The participant is a 28 year old female who grew up in a village. The participant is religious. This participant goes to work because she wants to get some money and to be productive in life and because it is a societal expectation that she works. This participant likes her job which is mainly focused on administrative role. She can execute her roles well because she has been trained and has a few years work experience as an administration officer. However, this participant sometimes fails to execute her duties due to shortage of financial resources in the department and this does not motivate her when she is experiencing such. During the past few months, the participant has not been motivated to do most of her tasks as most of the times there is shortage of funds for various duties she has to perform. In terms of recognition in the work place, the participant does not get any from her supervisor for good performance. The participant has not been given any award in the past year. The participant is motivated by her salary. The following are her top three motivators: money, job security and day off. The participant said her job is giving her pleasure as she is learning and developing her skills. However, she believes when one is motivated s/he performs better. However, the participant said that when comparing herself to other DA staff, they are not treated the same. She says that her being young affects how people treat her in the office. Most of the time superior officers over burden her with work, sometimes her proposals/ideas are ignored simply because she is perceived to lack experience. When comparing herself to other employees in other districts she said she feels that other districts are coping with the financial challenges that are facing all other districts. She noted that some district host annual performance awards which she is not sure how they finance it. She also noted that awards in NEDA are not consistent. The participant noted that when comparing herself to employees in NEDA, they are not treated the same due to their level of responsibilities and accountabilities, nevertheless, the work environment is similar and opportunities for developments and learning are equal. While asked "what do you think should be done to improve your job performance?" the respondent said the office should source more funding for the office in order for her to execute her duties fully. The respondent said salary scales should be revised? In conclusion the respondent said the office is doing nothing to motivate them.

4.2. Case 2

The participant is a 34 year old male who is single. He grew up in a town. The participant is religious. He is on B scale. The respondent goes to work because he wants money and needs to be productive. The respondent likes his job as a driver in the department. He is able to execute his roles because he is skilled and has experience in the job. However, resources to maintain cars hinder the respondent to fully execute his job. Sometimes cars are due for service and funds are not available, thus, drivers cannot do their job adequately. The respondent says he is motivated to perform duties because he is energetic. He said the fact that he loves his job and his ability to socialise with his co-workers and that his co-workers trust him to do his job elegantly makes him motivated to do most of his assigned

tasks. The respondent said that his supervisor has previously written him commendation letters as recognition for his outstanding performance at work. Although the respondent did not get an award in the past year because they were not held, the respondent was awarded best driver in 2015 performance awards. The respondent however was not pleased of his salary. He stated that his work is physically demanding hence the need to revise the salary scales. The respondent noted that money, achieving set target and recognition motivates him the most. The respondent noted that his job gives him pleasure as his customers are proud of him hence making him happy to help them again. The respondent stated that his motivational status does not directly affect his performance output; hence he performs to his best all the time because he has to deliver all the time. He responded that employees are not treated the same because they are different. Employee characters, their attitude and personality determine how other treat and relate to them. The respondent said that he believed that they are rewarded and recognised equally since awards criterion is explained to everyone and no one has questioned and has indicated any objection to it. The respondent said when comparing how he is treated with other drivers in other district, they are treated the same. When comparing himself to other drivers in NEDA, they are treated the same, the difference is that some drivers are difficult to help other employees. The respondent noted that availing resources and employee retreat and planning activities in advance could improve his job performance. He further noted that salary increment and consistent award ceremonies should be done to improve employee motivation. The respondent said that the office host Friday motivational talk's for staff to motivate each other on different aspects of life.

4.3. Case 3

The respondent is 23 years old. She is single and grew up in a town. She is dating and religious. The respondent is on A scale pay grade. She goes to work because she wants to work for her government and improve her quality of life and her social status and she likes her job. The respondent is aware of her duties as a cleaner. She is therefore able to execute them because she is passionate about her job and she has the skills to do it. As of now, there are no hindrances to her performing her duties. Her love for the job motivates her and she is able to do most tasks assigned to her. Her supervisor often verbally praises her for good performance. However, she did not get an award in the past year since there were no awards. The respondent says her salary does not motivate her since it is not unsatisfactory considering her job roles. The respondent noted that money, recognition and job security motivates her the most. She said that her job gives her pleasure because she works with people and she is able to network. The respondent noted that when motivated she performs better. However, she feels that they are not treated the same in DA because they are undermined due to the post they occupy. She feels they are made to feel inferior. The respondent noted that they are not rewarded the same since employees have different length of experiences. When comparing her to other employees in other district she noted that resource distribution does not differ much, however, there seem to have less supervision and leadership provided in their office. The respondent noted that access to office should be more flexible in order to help them as cleaners to do their jobs adequately. The respondent noted that salary increment and cooperation between officers could be done to improve motivation in the office. Constant praises by my co-workers is often the motivation I get from the office.

4.4. Case 4

The respondent is a forty two year old man who is single and grew up in a village. He is religious and in B scale pay scale. The respondent goes to work because he wants to build a house, support his family and earn money. The respondent likes his job as a driver and is aware of his job roles and he is able to execute them well because of his experience. However, servicing of vehicles delays him to execute his job. The respondent noted that money motivated him most. He explained that overtime pays enables him to achieve personal goals he would otherwise fail to afford since salary is low. He, the respondent is often motivated to do his job because he gets praised for doing it well. Often the supervisor writes commendation letters for good performance. However, the respondent has not received any award since they were none held. This lack of awards frustrated them as employees because they worked hard to get awards. The respondent noted that his salary does not motivate him since it is small. He noted that achieving set targets, money and commendation letters are his main motivators. He stated that his job gives him pleasure since he has a living. The respondent noted that when motivated he performs better, and he is treated equally and fairly as other employees. He also noted that the rewarding and appraisal is equally done for employees in DA. The respondent noted that districts are not the same hence their differences in handling staff issues. He noted that employees doing the same job as him are treated equally; however, availing more financial resources and delegating responsibilities in time will improve their job performance. The respondent noted that recognition which will enable them to get promotions will improve his motivation. In conclusion the respondent noted that the office is not doing much to motivate employees.

4.5. Case 5

The respondent is a 34 old male who is currently dating. He grew up in a village and he is religious. The respondent is on C scale. The respondent wants to serve the nation and earn a salary and practise what he learned in school. He likes his job and has a good understanding of the roles expected of him as a programme officer. He is able to do his duties because he has the skills and resources to do so as well as good supervision and leadership. However, sometimes shortage of transport becomes a challenge. Nonetheless, the respondent is motivated to do his duties because he has necessary support and resources. The respondent noted that he can do most tasks assigned to him. His supervisors often gives him a pat on the back for good performance, however, he has not been given an award in the past year. The respondent noted that his salary does not motivate him. He noted that day offs motivates

him the most and that he gets pleasure out of doing his job. The respondent stated that motivation helps him perform well than when he is not motivated. When he is motivated he has a lot of energy and excitement for work. However, the respondent noted that he is not treated the same compared to other employees in DA because he often gets assigned more roles even those beyond his scope of work which is unfair. The respondent said that he is not sure if they are rewarded equally as he is not familiar with other employee's performance. The respondent said that resources, work environments and appraisals are different per district hence they are not treated the same. The respondent noted that when comparing himself to other employees in DA doing the same job, he is unfairly treated as he does most of the work while other employees do not. The respondent noted that field work is hectic hence the need for more personnel. In order to motivate the respondent, delegating and engaging accountable officer will enable him to do his tasks with ease and energy because the work load will be manageable. The office does not do much except wellness meetings and activities.

4.6. Case 6

The respondent is a female aged 28 years of age. She is dating and she grew up mostly in a town. She is religious and on C scale. She goes to work to make money and she likes her job very much. The respondent is aware of her duties but she stated that she cannot fully execute them due to various reasons including resource constraints, poor leadership and short term contract employment. However, she has the requisite skills and knowledge to do the job. The respondent is not always motivated because most of the time she is overworked while other employees are idle. The respondent noted that she often gets verbal praises for her work even outstanding work, but never gets any commendation like other employees. She has not received any awards since none where hosted. The respondent noted that her salary is fine considering that she does not have much experience. Her three best motivators are job security, which she does not have currently; achieving set targets and recognition. The respondent noted that her job as a Development Officer enables her to develop her country and help her countryman, hence gives her pleasure. She noted that when she is motivated, she performs well, because she has a push factor that keeps her going. The respondent noted that she is not treated the same compared to other employees in DA because she is on contract hence other employee over work them with their work load. This therefore means they are not rewarded fairly. She noted that other districts have different categories and types of rewarding employees e.g. employees of the month, best driver of the month, etc. while they do not have such. They do not even host annual awards consistently. She has noted that when comparing her to other employees doing the same job as her, they are treated equally since they have the same salary scale, equal office space and resources. The respondent noted that careful use of power can boost employee performance as well as appropriate delegation of duties as well as focusing and developing employee satisfaction. The employee noted that having a secure job can improve her motivation. She concludes that the office is teaching her other skills in the job to motivate her.

4.7. Case 7

The respondent is a 49 year old female who is married and she grew up in a village. She is religious and on C salary scale. The respondent comes to work because she needs income and she wants professional growth. She also works because it's contractual obligation. The respondent likes her job and understands her roles and duties because she has the skills and support to a certain extent. However, constraints like lack of transport and stationary often hinders her to deliver accordingly. The respondent is motivated however permanent employment could motivate her more since she is able to perform most of her tasks. The respondent noted that her supervisor reward and recognises her good performance. She notes that however, she has had no awards since there were no awards in the previous year. The respondent noted that her salary motivates her. She indicated that money; job security and promotion would motivate her more. The respondent states that her job gives her pleasure since she gets to take part in changing people's lives. She says when motivated, she performs better than when not motivated. She noted that employees on contract/temporary employment are not treated the same as permanent employees. She notes that they are not even rewarded equally. The respondent noted that when comparing her district to other districts they are not treated equally, they are not rewarded the same and the resources are not availed equally. However, when she compares herself to other employees in DA doing the same job as her, they are treated the same. The respondent noted that employee satisfaction should be a priority to improve job performance since good employee satisfaction will consequently result in good customer satisfaction and feedback. She notes that a pensionable and permanent employment offer will boost her motivation. She noted that the office offers skills sharing and verbal recognition to motivate employees.

4.8. Case 8

The respondent is 38 years old. She is dating and she grew up in town. Currently she is on C scale. She goes to work because she needs a job. She also needs money for survival and to keep busy. She does not like her job because it is frustrating most of the time. However, she is aware of the duties and roles assigned to her as a planner. The respondent noted that the planning process is mostly compromised due to lack of funds and other resources e.g. conferencing facilities. Delegation of duties beyond one's scope of work also results in burn outs and overworking which is frustrating. The respondent is not motivated because she is planning for project which she won't be able to implement and monitor due to short term contractual arrangements. She noted that she has been able to perform most tasks assigned to her, but most of them she was not motivated to perform them. However, she does the work well to get a good name for herself. Even so she does not get formal praises for her good performance like letters; only verbal compliments which are short lived. She states that her salary motivates her to do her job since it is in

accordance with her qualifications. The respondent notes that commendation letter, promotions and job security would motivate her more. She says her job gives her pleasure when she achieves set targets. The respondent noted that she always performs to her best regardless of the condition; resources are the only limiting factor, but not motivation. She noted that she is however not treated the same as other employees in DA because she is on temporary employment hence overworked. She further says that even the rewarding and appraisal are biased in favour of those on permanent employment. Permanent employees get recommendations for promotions; they get commendations while hers are only verbal praises. She has noted that when comparing herself to other employees in other districts, her counterparts get scarce skill allowance while she does not; they are given accountability within their scope of work. The respondent noted that role allocation and delegation of responsibility is not fair when comparing herself with employees in DA. She stated that availing more resources like stationary and vehicles would improve her job performance. She said that the best performing employee should be considered for both temporary and permanent positions to motivate them and others to work hard. She said that the office only holds motivational talks on Fridays as motivation which is inadequate.

4.9. Case 9

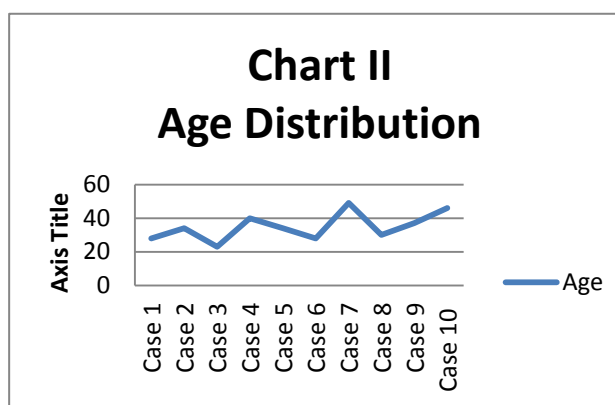
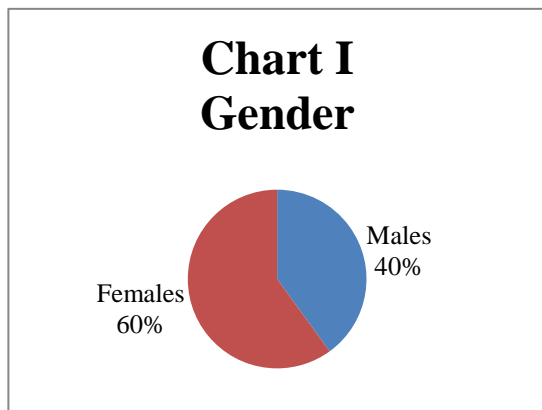
A 37 year old female is the respondent. She is married and grew up in a town. She is not religious. The respondent is on D pay scale. The respondent goes to work to be productive and to earn a salary and she likes her job very much. She is well informed of her key roles and other duties she is responsible for. She notes that she is able to execute her duties because of the training she has and her experience over the years. However, resources sometimes are the only hindrance. The respondent said that she is motivated to work because she works to achieve targets and to be a best performer and maintain her set standard as a higher performer. She says that she is not always praised but it doesn't bother her because she does her job for the nations good. She says her salary motivates her and it corresponds to her skills and qualifications and years of experience. She outlined that achieving targets; earning a salary and show casing her skills motivates her. The respondent gets pleasure from doing her job especially when she has meet her set target and able to set new targets because she feels proud and it boost her confidence. She says she performs well all the time, but it's optimal when motivated. The respondent noted that they are not treated the same because as individuals they are different and hence the difference, however, resources are equally distributed considering the needs and demands of the office. She notes that rewards and praises are not fair since some are done verbally while others are documented. She said when comparing herself to other employees in different districts they are treated the same in terms of office space, resource allocation, paying cadre however, the environment differs so are performance rewards. The respondent noted that when comparing herself with other staff in DA doing the same job it is fair considering that role allocation is reasonable. However, improvement of ICT and improved records management can help improve job performance in the office. The respondent said that a bonus system should be created for hard working employees as well as consistent performance awards. She noted that motivational talks and assessment of progress and attainment of target (PDP) is being done by the office to motivate staff.

4.10. Case 10

The respondent is a 46 year old male. He is married and grew up in a town. The respondent is on D pay scale. He works because he needs money and to be productive. The respondent likes his job and he understands his duties and so can he execute them because of his qualifications and experience. He notes that sometimes resources are a challenge but that does not stop him to do his job. The respondent said that he is very motivated to do his job because it is well coordinated and structured. He can do all the tasks assigned to him with minimal assistance and supervision. He says his supervisor recognises his good performance by both written and verbal praises. He noted that although there were no awards in the past year, previously, he got various awards within the department. The respondent noted that his salary motivates. He said that promotion, achieving set targets and show casing his skills motivates him most. My job gives me pleasure because the respondent gets to help people living with HIV and Aids related illness hence he is able to improve their lives for the better. The responded noted that when he is motivated he performs better than when he is not motivated. He said that when comparing himself to other employees in DA they are treated equally and they are rewarded and recognised according to their performance. He said that when comparing his district with others, they are treated the same. Furthermore, the respondent noted that in order to improve his job performance resources should be availed in time all the time. In order to improve his motivation, promotion opportunities should be availed. In conclusion, he said that the office only uses motivational talks to motivate them which are not enough.

5. Data Analysis

In order to establish if employees in NEDA are motivated and if motivation affects their job performance, ten respondents were interviewed using semi-structured interview questions. Of the ten respondents, four were males while 6 were females (see Chart I below). Chart II indicated the age distribution of study respondents which ranges from 28 years to 49 years of age.



All the respondents of the study indicated money as one of the reason they go to work. It is evident that most respondents are trying to satisfy their basic needs that is earning a living, improve quality of life (Case 3, 8), building a house (Case 4), providing for their families e.g. food, clothing (Case 4) which according to [Maslow \(1943\)](#) shows that respondents of the study are motivated by the need to satisfy basic physiological and safety needs. A few respondents have managed to progress to higher stages like Case 3 who is satisfying the need for self-esteem by earning social status.

All study respondents except Case 8 said they like their job which according to [Allen and Helms \(2001\)](#) is one of the factors that affects motivation in the work place. [Allen and Helms \(2001\)](#) states that employees who like their job tend to perform better than those who do not like their jobs at all. Case 8 noted that poor delegation which often results in being over worked as well as limited input in decision making makes her to dislike her job. This therefore has a negative impact on her motivation and job performance.

From the data collected it was established that all respondents understand their job roles/duties thus the researchers believe that they are aware of their performance outputs. Goal theorist would argue that since employees in NEDA are aware of their roles, they could use their duties/roles as goals to be achieved hence enabling high performers to perform optimally. The respondents indicated that their qualifications (Case 7 & 10), experience (Case 1, 2 & 9), skills (Case 2, 3, 5, 6 & 7), leadership and support (Case 5 & 7), love and passion for their job (Case 3) enable them to perform their roles effectively. This emphasises what [Kreitner \(1999\)](#) indicated in their study. [Kreitner \(1999\)](#) showed that employees' level of skills, ability to perform tasks and employees' knowledge of the job are some critical factors contributing to employee motivation, performance consequently organisational performance.

In North East District Administration, it has been found that majority of the employees are motivated. However, some respondents (Case 1, 2, 5 & 7) from the study stated that resources (financial, vehicles, stationary) hinder them to perform effectively hence this could be seen as a de-motivating factor in the work place ([Armstrong, 1993](#)). This therefore urges supervisors and relevant officers to provide necessary resources to all staff members to enable them to do their jobs with minimal limitations. Other respondents (Case 6 & 8) indicated that short term contract employment hinders them to be motivated hence sometimes their productivity is compromised.

From the study results and findings, it has been established that some employees especially those on lower salary scale are not motivated by their salary as they believe it is inadequate (Case 2, 3, & 5). However, these employees are commonly praised by supervisors through verbal praises, commendation letters which are often short lived ([Armstrong, 1993](#)). Thus promotions and performance awards would be a better alternative.

The study established that money, recognition and achieving set targets are the main motivators to employees in North East District Administration: Masunga. The findings show that younger employees consider job security, money and recognition as their main motivators (Case 1, 3, 6 & 8). While older employees consider promotions, achieving set targets and show casing skills as their motivators. These findings supports findings by [Maurer \(2001\)](#) who found out that rewards and recognition are the most influential motivators in the workplace. From the findings it is evident that supervisors are not consistent with motivating employees hence the need for standardising performance motivators and strategies. Additional, performance awards ought to be consistent in order to effectively motivate employees. [Vignesh and Nandhini \(2016\)](#) noted that recognition can be useful to managers provided they know and understand their employees. They noted that it is the responsibility of the manager to provide and enabling, pleasant and desirable work environment for employees.

When respondents were asked if their job gives them pleasure, all said they get pleasure from their job. However, most of them noted that the fact that they change life's gives them pride and a sense of importance while Case 8 & 9 noted that they get to achieve their personal goals. From the interviews conducted, respondents agreed that when employees are motivated they perform better than when they are not motivated. However, Case 2 and Case 8 disagreed and stated that job performance and employee output should not be determined by motivation; resource availability should be the only limiting factor to optimal performance.

The study attempted to test the equity theory and establish if employees are motivated because they feel they are treated equally. However, results indicated that there are different perspectives with regards to fairness in the workplace. Some respondents indicated that there is poor delegation, overworked staff and undermining some employees. While others believe that there is fairness in the way they are being rewarded, given resources and the

conditions of the work environment. On the other hand Case 9 and 2 noted that the attitude of the employee and his/her characters determine how others relate and treat him/her.

From the data collected, it is indicated that some employees do not perceive their performance inputs and reward/salaries to be equitable (Case 3, 4 & 5). They believe that their salaries are not satisfactory considering the hard work they do. When testing if external equity exists in the organisation, employees in NEDA indicated that there is a lot of difference between other districts and theirs. Some noted that other districts have annual performance awards, award employee of the month and other employees are given scarce skills allowances while they do not get it. These motivating factors are not consistent in NEDA hence external equity does not exist. Internal equity has been proven not to exist as well in NEDA. It is evident that younger employees and temporary employees are over-worked (Case 1, 5, 6 & 7). Nonetheless a few believe there is fairness while others believe there is no internal equity. Employee equity is believed to exist in NEDA (Case 2, 4, 6, 7, & 9). However, a few argue that there is unfair delegation of work, and role allocation is unfair (Case 5 & 8). Employees in NEDA are motivated despite the fact that they believe there is unfairness in different aspects of their working life.

Currently the office holds Friday motivational talks, verbal praises and in-house skills sharing, performance tracking through performance plans. However, respondents believe this is not enough to motivate them hence they have indicated that salary increment, annual awards, recognition and promotions as well as increasing job security and having employee of the month/quarter could be used to motivate them. The study respondents indicated that availing sufficient resources, plan activities in advance, delegate responsibilities accordingly and improving employee satisfaction could be done to improve job performance in the work place.

6. Conclusion and Recommendations

The study aimed to study motivation and its impact on job performance on employees of NEDA. The study found that employees in NEDA are motivated, confirming the first hypothesis of the study. In addition, money/salaries have been found to be the most motivator to respondents, further supporting the second hypothesis which noted that financial/economic rewards are main influential to employee motivation. However, the relationship between motivation and job performance was not clear, thus the researchers recommend further studies on the relationship between employee motivation and job performance to be conducted in NEDA. From the study, it was established that, Employee equity exist in NEDA.

The researchers recommend that further research be conducted in different institutions to gain more data on motivation and related issues to expand literature on motivation and its impact on job performance in Botswana using other research designs and approaches. The researchers recommend that level of motivation on employees should be studied using quantitative statistical approaches. Additionally, further research to be conducted to establish how other variables (were one grew up, religious believe, gender, age, number of years worked) affects employee motivation and job performance.

6.1. Recommendations for NEDA

- Lobby for financial resources, stationary as well as a fleet of vehicles.
- Supervisors to be trained on motivation: that is the types of motivation and type of different personalities and how they affect motivation.
- Performance awards to be held annually and consistently
- High performing temporary personnel to be absorbed
- High performers to be promoted and trained further.

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