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School of Postgraduate Studies

**Analyzing the impact of motivational strategies on employee performance
at Sesheke Town Council.**

**A Dissertation Submitted to the School of post graduate studies
,University of Lusaka in Partial Fulfilment for requirement of the program
of Masters of Human Resource Management (MAHRM)**

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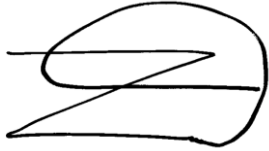
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DECLARATION

I, confirm that the work presented herein conforms to the copyright and academic writing rules of The University of Lusaka and adheres to the university's research ethics guidelines.

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DEDICATION

I, Gerald Shikaaze would like to dedicate this dissertation to my wife, and children. I would also like to thank my supervisor Dr. Christine Mushibwe for their unwavering and unwary support. You have been instrumental in ensuring that this study came to fruition and was completed by ensuring that every academic, and technical aspect of it was fully understood.

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TABLE OF CONTENT

Contents

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENTS	iii
TABLE OF CONTENT	iv
LIST OF FIGURES	viii
ABSTRACT	x
CHAPTER ONE: INTRODUCTION AND BACKGROUND	1
1.1 Introduction	1
1.2 Background	1
1.3 Statement of the problem	3
1.4 Research objectives	4
1.4.1 General Research Objectives	4
1.4.2 Specific Research Objectives	4
1.5 Specific Research Questions	4
1.6 Significance of the study	4
1.7 Scope of the Study	5
1.8 Definition of Key Terms and Concepts	5
1.9 Dissertation structure	6
1.10 Chapter Summary	6
CHAPTER TWO: LITERATURE REVIEW	6
2.0 Introduction	6
2.1 Motivation	7
2.1.0 Types of Motivation	7
2.1.1 Intrinsic Motivation	7
2.1.2 Extrinsic Motivation	7
2.1.3 Importance of Motivation	8
2.1.4 Employee Performance	8
2.2 Empirical Literature Review	8
2.2.1 Overview of Empirical Literature Review	8
2.2.2 Relationship between motivational strategies and employee performance	9
2.2.3 Assessment on how the current motivational policies Influence Employee Performance and Alignment with Organizational Goals	10
2.2.4 To explore employees' perceptions of the effectiveness of motivational strategies on their performance	11
2.3 Research Gap	12

2.4 Theoretical Framework.....	13
2.4.1 Maslow’s hierarchy of needs theory (Abraham Maslow 1940).....	13
2.4.2 Vroom’s Expectancy theory.....	14
2.4.3 Motivation Hygiene Theory (Herzberg 1968).....	15
2.4.4 Summary of theories	16
2.5 Conceptual Framework.....	16
CHAPTER THREE: RESEARCH METHODOLOGY.....	18
3.1 Introduction	18
3.4 Research Approach.....	18
3.6 Study Population.....	19
3.7 Sample Size	19
3.8 Sampling Designs.....	19
3.9 Data Collections	20
3.9.1 Primary Data	20
3.9.2 Secondary Data.....	21
3.10 Data Analysis.....	21
3.11 Validity and Reliability of the study instruments	22
3.12 Ethical Consideration	22
3.13 Limitations/challenges	23
4.0 Summary of the Chapter.....	23
CHAPTER FIVE: DISCUSSION OF FINDINGS.....	24
5.1 Introduction	24
5.2 Discussion of findings	24
Another objective was an assessment on how the current motivational policies Influence Employee Performance and Alignment with Organizational Goals.	25
5.3 Chapter Summary	27
CHAPTER FOUR: PRESENTATION OF FINDINGS.....	28
4.1 Introduction	28
4.2 Response rate	28
4.3 Demographic data.....	28
4.3.1 Gender of respondents	28
4.3.2 Age of the respondents.....	29
4.3.3 Education background of respondents	30
4.4 presentation of the frequency distribution of data.....	31
4.5 Presentation of the Regression Analysis.....	43
4.6 presentation of the correlation analysis.....	44
4.7 Descriptive statistics.....	46
4.8 Qualitative data presentation of findings	48
4.8.1 Thematic analysis.....	48
4.9 summary of chapter four	50

CHAPTER FIVE: DISCUSSION OF FINDINGS	51
5.1 Introduction	51
5.2 Discussion of findings	51
5.3 Chapter Summary	54
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS	55
6.1 Introduction	55
6.2 Conclusion	56
6.3 Recommendations	57
6.3.1 Enhance Financial Rewards	57
6.3.3 Strengthen Training Programmes	57
6.3.4 Standardise Workplace Conditions	57
6.3.5 Focus on Employee Well-Being	58
6.3.6 Foster Open Communication	58
6.4 Summary	59
References	60

LIST OF TABLES

Table 1: Job group of respondents	31
Table 2: Years of job duration.....	32
Table 3: Salary scale of respondents	33
Table 4: Type of contract.....	33
Table 5: Type of Contract 2	34
Table 6: Is salary competitive?	34
Table 7: Allowances and bonuses	35
Table 8: Health incentives and benefits	35
Table 9: Work environment.....	36
Table 10: Job security	36
Table 11: Opportunities for professional growth	37
Table 12: Performance appraisals	37
Table 13: Promotion prospects.....	38
Table 14: Motivational strategies	38
Table 15: Merit of promotions	39
Table 16: Relationship with peers.....	39
Table 17: Motivational strategies	40
Table 18: Employee performance.....	40
Table 19: Employee perception on motivational strategies	41
Table 20: Implementation of motivational strategies.....	41
Table 21: Regression analysis.....	43
Table 22: Anova analysis	43
Table 23: Coefficients analysis	43
Table 24: Pearson Correlation analysis	44
Table 25: Descriptive statistics	46

LIST OF FIGURES

Figure 1: Conceptual framework	17
Figure 2: Gender	29
Figure 3: Age of the respondents	30
Figure 4: Education of the respondents	30

LIST OF ACRONYMS AND ABBREVIATIONS

MAHRM - Masters of Human Resource Management

DHRMC - District Human Resource Management Committees

LGEF - Local Government Equalization Fund

SPSS - Statistical Package for Social Sciences

CDF - Constituency Development Fund

STC – Sesheke Town Council

ABSTRACT

This study investigates the impact of motivational strategies on employee performance at Sesheke Town Council. The primary objectives were to identify the motivational strategies implemented, assess their influence on employee performance, examine the relationship between these strategies and performance, and explore employees' perceptions of their effectiveness. Guided by Herzberg's Two-Factor Theory, the study employed a convergent parallel mixed-method design. Quantitative data were collected through questionnaires, complemented by qualitative insights from in-depth interviews with five key informants. Out of the target population of 200 employees, 186 responses were received, achieving a response rate of 93%. Findings revealed a youthful and educated workforce, with significant potential for innovation and performance enhancement. The data analysis used for quantitative data was statistical packages for the social sciences (SPSS) and qualitative data was content and thematic analysis.

However, disparities in educational qualifications posed challenges for roles requiring advanced skills. While most employees viewed motivational strategies favourably, there was notable dissatisfaction with financial rewards, health benefits, and promotion opportunities. The majority of employees acknowledged training and skills development initiatives as highly effective, emphasizing the importance of capacity building. Additionally, a positive work environment and strong peer relationships were identified as critical motivators. Regression analysis confirmed a statistically significant relationship between competitive salaries and employee retention, highlighting the role of financial incentives in fostering motivation and performance. This study contributes to the literature by addressing gaps in understanding the practical application of motivational strategies within local government institutions in Zambia. It underscores the importance of aligning motivational approaches with demographic and organisational dynamics to achieve optimal results. Recommendations include reviewing salary structures, enhancing non-monetary benefits, and adopting transparent promotion practices. The findings provide a framework for policymakers and administrators to design and implement strategies that effectively boost employee engagement and organisational performance.

The study offers valuable insights into the critical role of motivation in enhancing public service delivery, reinforcing the premise that well-designed motivational initiatives are indispensable for fostering a committed and high-performing workforce in local government settings.

CHAPTER ONE: INTRODUCTION AND BACKGROUND

1.1 Introduction

This chapter presents the historical, theoretical and conceptual backgrounds. It also gives the research problem, purpose and objectives of the study and research questions. Significance of the study and scope are also presented.

1.2 Background

At independence in 1964, Zambia inherited a dual Local government system whose structure existed mainly to serve the political, social and economic interests of the minority colonial rulers and other white settlers (Zambia, 2002:1). Local Government constituted elected officials in municipalities and township councils. In the post-independence era, Zambia has made three major reforms patterning to local government administration of human resource management. These have come through Acts of Parliament, namely the Local Government Act, 1965, the Local Administration Act of, 1980 the Local Government Act,1991, the Local Government Act of 1995 and the recent one in use the Local Government Act of 2019.

A local authority is a corporate body with perpetual succession and a common seal, capable of suing and being sued in its corporate name, and with power, subject to the provisions of the Act and of any other written law, to do all other acts and things that a body corporate may do by law and as are necessary for, or incidental to, the carrying out of its functions and powers set out in this Act, (Local Government Act of 2019).

Sesheke District Council is a local authority created per Zambian law (Cap 281) and the Local Government Act, No. 22 of 1995, which has since been amended to become the Local Government Act, No. 2 of 2019. The Act implements the decentralization policy, which decentralizes all local government levels' duties, responsibilities, and services to the local councils including the management of human resource in the local authorities to improve employee performance. At its creation Sesheke Town Council had very few employees about 78 officers compared to current structure of about 200 employees, (Sesheke Council report: 2001).

The enactment of the Local Government Act, 2019 that repealed the 1995 Ordinance and created a new Local Government Service Commission which was eventually empowered to recruit, appoint, transfer, promote and dismiss all local authority staff (Cited in Tordoff, 2022). Although

this reform succeeded in establishing a career local government service with largely uniform and centrally controlled conditions for all council workers, and in its attempt to even-out staffing in urban and rural councils, it also successfully led to imposition of inappropriate workers on councils.

Despite having the new Local Government Service Commission in place the local authority face many challenges and a significant proposition of this relates to finances. In this regard, Lolojih (2008:19-21) contends that local authorities' administrators encounters challenges of low revenue collection plus irregular and inadequate funding from the central government. This means, among others, that local authorities fail to attract, retain and motivate appropriately qualified professional staff. The Council does still experience an accumulation of unpaid salaries and wages, sometimes up to four months, the problem which is common even today, (Ibid 2008:35).

Understanding more on motivation at the workplace, we find various options of strategies and practices from which managers at the council has been using to motivate employees. Employees are motivated through bonuses, leadership positions, and encouragements. Moreover, employee motivation and performance rely on a variety of features and variables, such as performance evaluation, employees' fulfillment, training and development, job security, appropriate reimbursements, and governmental structures. The incentives of employees are heavily influenced by staff performance to obtain anticipated results, where different type of sectors should construct effective incentive programs (Dobre, 2013).

Recently when the Local government Act was amended in 2019 the powers to employee and management of employees was moved from Councilors to Local Government Service Commission. The Commission was mandated to appoint, promote, transfer, discipline and manage the employees through District the Human Resource Management Committees (DHRMC). This has improved employee performance in the Councils because the morale for workers has been boosted since the appointments and promotions are not based on patronage and tribe but on individual qualifications.

To fulfill its mission, the council offers a wide range of services, including trash collection, approval of development plans, opening and upkeep of township roads, cemetery services, granting of business permits and licenses, street lighting, food inspection, market cleaning and upkeep, sewage drainage systems, and other constituency development initiatives (LGA, 2019). Councils gather money through a variety of sources, including fees, rentals, and charges, to efficiently fund these operations and offer services to the community. Though the council tried to come up with

motivational strategies in order to tackle the challenges mentioned above , not all the challenges were addressed hence the researcher has decided to conduct the research in order to understand the impact that the motivational strategies has on the employee performance at Sesheke Town Council.

A well-motivated person responds effectively to a clear goal and is focused on the goals they need to accomplish. One of the most crucial strategies for keeping workers within the organization is motivation. Motivation systems are created by organizations to both draw in new applicants and motivate current staff to work as efficiently as possible. According to Local government report (2017), offering incentives and awards for excellent work is one of the many strategies for inspiring employees. For this reason, companies are urged to find as many creative ways as they can to inspire their workforces (Chaudhary et al, 2019:54)

Performance is correlated with timely and high-quality output, presence and attendance at work, productivity, and effectiveness of finished work, according to (Creswell, JW. 2003). However, according to Armstrong (2023: 192), performance is the completion of a task as evaluated against predetermined criteria for speed, accuracy, completeness, and cost. Performance evaluations of employees are typically conducted in terms of results.

1.3 Statement of the problem

Motivation has a major impact on almost every part of the company or organization whether positive or negative. Motivation has the role of developing and intensifying the desire of every member of the organization to work effectively and efficiently. This is because motivation can energize and direct one's behaviour and performance (Luthans, 2010).

Despite the intervention by the Central government of Zambia which distribute the local government Equalization Fund (LGEF) to local authorities, recruitment of qualified personnel, skill-based training and workshops to enhance their performance, however, the performance of the employees at Sesheke Town Council towards the attainment of service delivery to the satisfaction of the residents of Sesheke is still below par (ZNBC, 2021).

These occurrences have the potential to affect employee's motivation and the overall performance of the organisation. This is because having motivated employees is critical in achieving the organisation's objectives, (Ibid 2021). It is against this background that it is imperative to analyse the impact of motivational strategies on employee performance at Sesheke Town Council.

1.4 Research objectives

1.4.1 General Research Objectives

This study's general research objective is to analyse the impact of motivational strategies on employee performance at Sesheke Town Council.

1.4.2 Specific Research Objectives

- To identify the motivational strategies implemented at Sesheke Town Council:
- To Assess how the current motivational policies at Sesheke Town Council Influence Employee Performance and Alignment with Organizational Goals.
- To assess the relationship between Motivational Strategies and Employee Performance.
- To explore employees' perceptions of the effectiveness of motivational strategies on their performance.
- To assess how Local government equalization fund improve employee performance

1.5 Specific Research Questions

- i. What are the different types of motivation strategies being implemented at Sesheke Town Council?
- ii. What influences are the motivational policies bringing on employee performance at Sesheke Town Council?
- iii. What relationship exist between motivational strategies and employee performance at Sesheke Town Council?
- iv. What perceptions do employees perceive on the effectiveness of motivational strategies on their performance?
- v. How does Local equalization fund improve the organization

1.6 Significance of the study

The study provides information on what public organizations need to do to successfully motivate their employees to perform to the best of their abilities since this study is crucial to knowing what drives employee performance.

The results of this study will improve worker performance at work and improve the reputation of the local government.

This study has potential because it provides many recommendations for policymakers, HR managers, organizations, current employees, and future hires. The study also assists senior management in the area by raising awareness of the motivational strategies that influence workers' performance.

To give institutions and businesses a competitive edge, this study also assists managers and administrators in understanding the demands of their workforce. As a result, they can fully utilize staff effectiveness and efficiency (Albeit, 2015). The study furthermore aims to offer a legitimate framework for deliberation regarding measures that might be taken to guarantee the revival of employees' capacity to provide public services. Ultimately, the study was designed to help academicians acquire information when conducting follow-up research in the field using easily verifiable academic sources.

1.7 Scope of the Study

The study focused on analyzing the impact of motivational strategies on employee performance at Sesheke District Council Offices located in Sesheke district. The employees including the council chairperson, directors, senior employees and junior officers were respondents. The study only concentrated on the effect of motivation on employee performance.

1.8 Definition of Key Terms and Concepts

Motivation: According to Luthans (2017), motivation as the process which begins with physiological or psychological needs or deficiency needs that trigger behaviour or drive that is aimed at the goal or incentive. It also refers to the forces, internal or external on a person that arouse enthusiasm and persistence to pursue a course of action (Chaudhary, N & B Sharma, 2017).

Employees: People who are paid to work for someone else, can be full-time or part-time employees (Cambridge Dictionary, 2023). They are the individuals or groups who are hired to do a particular job for pay in an organization (Frey, et al 2002).

Employee's job performance Management studies explicate several levels of performance: performance at the level of the organisation as a whole, at the management level, and at the employees' level.

Employee Motivation: Motivation as stated by Adams (2007) is generally defined as the process that accounts for an individual's passion, direction, and determination of effort toward attaining a goal.

Town Council is defined as this is a group of people elected to make decisions on behalf of the municipality about services, policies and programs. A council is the decision of the municipality, (Local Government Act no 22 of 1995).

1.9 Dissertation structure

This section outlines the entire research, serving as a guiding blueprint and summarizing the essence of each chapter. The research consists of six chapters.

Chapter One: Introduction and Background

This chapter gave the background of motivation and employee performance. It outlines the problem statement, sets the research objectives and questions, and defines the study's scope.

Chapter Two: Literature Review

This chapter provides a comprehensive review of existing literature on motivation and employee performance. It compares practices between developed and emerging economies, identifies gaps in current research, explores the theoretical framework and presents the conceptual framework that links motivation to employee performance.

Chapter Three: Research Methodology

This chapter details the research methodology, including the design, approach, and rationale behind the study.

Chapter Four: Presentation and Data Findings

This chapter presents and analyzes the empirical data collected during the study

Chapter Five: Discussion of Finding

This chapter offers a thorough discussion of the research findings, interpreting their significance with existing literature.

This chapter serves as the conclusion of the dissertation, summarizing the key findings and their implications.

1.10 Chapter Summary

This chapter introduced the study and looked at the background of the study, the statement of the study, research objectives, the significance of the study, the scope of the study, definition of key concepts and terms relevant to the study.

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

The Literature review provided an overview on analyzing impact of the motivational strategies on the employee's performance at Sesheke Town Council. The Literature review relied greatly on empirical studies, data obtained from published materials such as books, online magazines, and journals. The Literature review helps to demonstrate familiarity with the body of knowledge and establish credibility, as well as showing how the current research project is linked to past research

(Neuman, 2015). The chapter presented the conceptual definitions of the key terms, theoretical and empirical literature review, research gap and finally conceptual framework.

2.1 Motivation

According to Prasad, (2018) defined Motivation as the complex force starting and keeping a person at work in an organisation. Furthermore, Robbins (2005) defined Motivation as the process that accounts an individual willingness to accept higher level of effort to each organisational goal conditioned by the efforts ability to satisfy some individuals need. Paulson, (2017), also defined motivation as an internal feeling of individuals which creates a desire to take a particular activity or behavior to reach certain objectives.

2.1.0 Types of Motivation

2.1.1 Intrinsic Motivation

Intrinsic Motivation refers to individual motivation stimuli that are coming from within. A desire to perform a specific task because its results are in accordance with his belief system or fulfill a desire and therefore importance is attached to it. Our deep rooted desires have highest motivation power (Prasad, 2018). There three forms of intrinsic motivation. In the first form people engage in activity for its own sake since they find the activity itself as a source of joy and satisfaction. Example: can be hobbies that one chooses to pursue in the work context fulfilling an interesting task. The second form is activities which are tedious and unexciting but their accomplishment is a source of pressure. For instance, meeting a deadline at work brings a sense of achievement.

Third form is about compliance it state that it is a matter of compliance with standard for their own sake that propels people to act. These standards may be ethical standards, commitment to group members, and desire to act according values of material or fairness procedure (Frey et al: 2002).

2.1.2 Extrinsic Motivation

According to Ryan, (2018) extrinsic motivation is when people act because of external factors that prompt them to take action. Extrinsic motivation is concerned with whatever activity that is done to attain an outcome that is separable from the activity itself. In a career context extrinsic motivation means the desire to satisfy the

need or goals that are not related to the work itself. For example, considering work as a mere tool for earning money. Extrinsic motivation is external in nature. The most well-known and the most debated motivational factor is money. Other examples of extrinsic motivation include employee of the month award, benefit package, bonus and organized activities (Armstrong 2012). This implies that management of at Sesheke Town Council can use extrinsic rewards as a source of feedback regarding the performance of its employees.

2.1.3 Importance of Motivation

Motivation is necessary for employee performance. If people do not feel inclined to engage themselves in work behavior, they will not put necessary efforts to perform well. However performance of an individual in the organization does not only depend on motivation; instead, there are other factors besides the level of motivation which include abilities, sense of competence, role perception and resources (Aamir, A et al. 2012). Motivation seems to be one of the most important tools for increasing performance and retaining employees. Organizations that design motivation strategies are not only meant to encourage employees to perform in the most effective way but also to attract potential candidates. One of many ways to motivate and retain employees is by giving traditional rewards and monetary benefits, compensation incentives to reward good performance (Memmott et al, 2018).

2.1.4 Employee Performance

Briscoe et al (2016) viewed performance as a combination of several variables, such as motivation, ability, working conditions and expectations. Employee performance involves factors such as quality, quantity and effectiveness of work as well as the behaviour employees show in the workplace (Ibid: 2016). The organization owners have control over setting these expectations and monitoring them regularly, (www.bizfluent.com). Employee performance relates to how well workers can conduct their required job duties. Evaluating performance is an easy way to pinpoint the need for additional training and mentoring to improve your workforce.

2.2 Empirical Literature Review

2.2.1 Overview of Empirical Literature Review

Employees are the most valuable assets of any organisation, as such the success of any organisation is dependent on their performance, thus well motivated employees have positive effect on performance (Torrington et al ,2008). The practices and policies in Human Resource Management greatly influence the performance of employees and the organisation at large. However, researchers have identified motivational strategies to be mediating factors to job

satisfaction in organisations and motivation is considered to be an important influence to performance (Torrington et al, 2008).

The empirical literature review will be explained using the specific objectives of the study as follows;

2.2.2 Relationship between motivational strategies and employee performance

Studies undertaken by other scholars sought the relationship between motivational strategies and staff performance and findings revealed that for organisations to gain competitive advantage, organisation must constantly seek to improve employee motivation strategies as employee needs are constantly evolving especially when employees' are benchmarked on the external labor market (Waiyaki, 2017).

One of the study which was conducted by Makasa (2024) at Lukulu district Council on assessing the impact of motivation on employee performance, found out that the study was among the most prominent performance based employee motivation techniques/indicators, namely rewards, recognition, training and development, coaching, mentorship, team building activities, salary increment, and career development opportunities had 83% of the workforce expressing deprivation of these indicators ranging from disagree to strongly disagree. This entails high levels of dissatisfaction in relation to performance indicators such as target achievement, consistency in task completion, quality of work and efficiency. The study found little evidence on efforts to motivate employees because the institution lacked a sound performance management system , - a very vital tool for goal setting, implementation, monitoring and evaluation.

Mohamedi (2013) studied the impact of employee motivation on job performance in Tanzania bank sector, stipulated that excellent services provided by employees can create a positive perception and ever lasting image of the customers. However, motivation of employees plays a major role in achieving high level of satisfaction among its customers.

The study findings showed that motivational packages to employees of TPB caused the bank to perform well. Moreover the study insisted that salary increment has an impact on job performance, training, team working and good working conditions are among of the factors that motivate employees to work and facilitate performance.

In the same vein, Hamakumra (2020) acknowledges the relationship between motivational strategies and performance however, difficulties lies in coming up with the best strategies of motivating the employees to optimal performance. It is argued that the valuable assets in organisations are the human resources. However, humans by nature are difficult to handle as they have their own personal goals accompanied with various peculiar behaviours that should be managed (Noko et al , 2021)

2.2.3 Assessment on how the current motivational policies Influence Employee Performance and Alignment with Organizational Goals.

A well-managed and motivated work force is aligned to the strategic goals of the organisation as such yields productivity. Individuals have their own behaviour, beliefs, morality, attributes, ideas, and perspectives to the organisation as such efficiently managing these diversities results in improved working relations and employee performance, (Mbogo, 2013).

According to the findings in a case study carried out by Ibrahim (2015) in the Local government sector in Tanzania which aimed at establishing whether employees were affected by motivational strategies. The findings revealed that employee performance was enhanced after introductions of various incentives by 45% such as career development through leadership opportunities, employee recognition, employee engagement, good work environment, and technological advancement. The study concluded that motivation, whether intrinsic or extrinsic, helps address the personal needs of employees resulting in improved efficiency and effective performance (Ibid).

Employee who meet their objectives should be rewarded through recognition, praise, pay increase and promotions. Many organizations now link payments to meeting goals (Lussier, 2005). The study conducted by Mweemba in 2019 which focused on the performance of Local authorities in Zambia revealed that strategies such as training, salary increment, and medical scheme had high levels of impact on employees motivation of about 30% in the Local government sector.

Orasa, (2014) made a study on the impact of motivational strategies on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators the study intended to be done will be different from the previous as it will be conducted in different areas.

Further, the study at Pam Golding Properties concluded that goal-setting employee participation and the monetary packages were not enough to motivate employees to enhance performance because employee motivation was short-lived thus there was need for intrinsic strategies such as mentorship programs, training and development and employee engagement (Ibid).

On the study done from South Africa titled Motivational Strategies to Improve the Level of Employee Motivation in the Fast Food Outlets in Cape Town, were conducted by Ukandu et al (2019). The study specified that motivation increases the level of performances of employees and also increases their commitment in the workplace. This shows that there is relationship between organization goals and policies with employee performance.

Also Dawson, (2002), conducted the study on the impact of motivation on employee performance at Metsimaholo district hospital in Sasolburg using descriptive data analysis and concluded on existence of positive relationship between motivation and employee performance this study will be different from mine as I am going to concentrate on population found in Zambia.

The other study conducted by Migiro, et al (2011) concentrated on impact of motivation on employee performance in public services in Tanzania in Ilala Municipality using Statistical Package for Social Studies and presented that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor.

2.2.4 To explore employees' perceptions of the effectiveness of motivational strategies on their performance.

Habib et al. (2010) assert that effective human resource system is based on supporting values that create a positive impact on employees' attitudes and behaviors which in turn influence their performance but from numerous surveys on culture, it has been claimed that employee performance can be improved by developing and creating certain kinds of organizational cultures.

In order to achieve the goals of the organization efficiently and effectively, management of the organizations require training of its members in motivational strategies. Training is very useful for the employees in various ways as: it keeps them up to date with the fast changing trends and environment of the dynamic globalized world; helps anxiety and frustration reduction caused from

work overload or demand of work; helps improve skills to handle the work effectively etc (Chen and Lou, 2004). Employees who feel they are less competent for the task to fulfill will leave the field or if they stay their level of productivity will be suboptimal (Kanelopoulos and Akrivos, 2006)

Empowering employees by involving them in decision-making processes and granting them autonomy in their roles has a significant impact on organizational performance. A study by Ojo (2020) revealed that employee empowerment leads to higher job satisfaction, increased productivity, and better overall performance in the banking sector. Maintaining transparent communication channels is vital in fostering trust and engagement. Research by Akinyele et al (2019) found that transparent communication between management and employees positively affects employee commitment, job satisfaction, and subsequently, organizational success.

The concept of reward and recognition has gained much importance in the current times and has captured the attention of organizational managers and researchers equally (Mandal and Dalal, 2016). Consequently, different organizations used reward and recognition as motivational techniques for employees better performance (Beer and Walton, 2014)

Furthermore, a research carried by Masaiti et al (2018) on the employee's perception on incentives and motivation on employees at the ministry of education (MOE) in Zambia reviewed that majority of employees were not satisfied with the salary given to them and this had an effect on their levels of motivation and performance. In another research conducted by Mungo'mba (2018) on the effect of Motivation on Workers Performance and productivity at Zambia Breweries, the research revealed that majority of employees were not satisfied with their work and that salaries affected their motivational levels. The low motivation levels had a negative impact on the efficiency and effectiveness of the workers which ultimately affected productivity.

From empirical works reviewed many researchers have tried to show the impact of motivational strategies on employees' performance but leaving out what hinder motivation practice in organisation setting and thus the need for further research.

2.3 Research Gap

Various theoretical and empirical studies have been done in Zambia and outside of Zambia mainly exploring on impact, contribution and influence of motivation strategies on employee

performance. However regardless of endeavor in motivation practice still there challenges in general practice including what motivate employee's and how motivation strategies relates to employee performance. The planned study will focus on impact of motivational strategies on employee performance at Sesheke Town Council with further intention to determine the challenges facing employee motivation practice that has not been researched.

2. 4 Theoretical Framework

Theoretical Review- Various scholars have developed several motivation theories approaching motivational problem but all emphasized on similar set of relationships which include individual, his needs, his perception on how to satisfy his needs, and weather his needs satisfaction is equitable. All theories are not unified thus may work only in a particular context. In this study Maslow's hierarch of needs, Herzberg's Motivation theory, Vrooms Expectancy theory will be discussed to find out importance and implications in motivating employees.

2.4.1 Maslow's hierarchy of needs theory (Abraham Maslow 1940)

According to this theory the behavior of an individual at a particular moment is usually determined by his strongest needs. Psychologist claim that needs have a certain priority, as the more basic needs are satisfied an individual seek to satisfy the largest need (Armstrong, M. 2015). s. If his basic needs are not met, effort to satisfy higher needs should be postponed. A frame work of needs in hierarchal order from bottom to top were developed by this theorist starting with Physiological needs, Safety needs, Social needs, Esteem needs and Self-determination.

2.4.1.1 Physiological needs are at the bottom of hierarchy and they tend to have the highest strength because without them an individual cannot survive. Until these needs are satisfied to the degree needed for the efficient operation of the body, the majority of person's activities will probably be at this level, and other levels will provide him with the little motivation.

2.4.1.2 Safety needs is the need for self-preservation and being free from work dangers.

According to McGregor management should establish favorable environment and develop better employment policies while Peter F.

Druker suggested that one's attitude toward security is an important consideration for choosing a job. Organisation can influence security needs positively through pension plan, insurance plan etc or negatively by arousing fears of being fired, laid off or demoted, (Faisal, et al. 2019).

2.4.1.3 Social needs; *human being has a need to belong and to be accepted by various groups. When social being become dominant, a person will strive for meaningful relations with others. If the opportunity for association with other people is reduced, men often take vigorous action against the obstacles intercourse. Such environment develops where the work is routine, tedious, over-simplified when there is close supervision and control but there no clear channel of communication with management (Nabi, N. et al 2017).*

2.4.1.4 Esteem needs; are covered with self-respect, self-confidence, a feeling of personal worth, feeling of being unique and recognition. Satisfaction of this needs produce feeling of self-confidence, prestige, power and control, (Ibid: 2017).

2.4.1.5 Self-actualization needs: according to McGregor is a need to maximize one's potential, what it may be. This is related with the development of intrinsic capabilities which lead to people to seek situations that can utilize their potential (Frey, B, et al : 2012). This includes competence which implies control over environment factors, both physical and social, achievement.

2.4.2 Vroom's Expectancy theory

Vroom's Expectancy theory cited the connection between a person's effort and motivation with the expected desired outcomes (Vroom 1964). It explains the procedure of how a person selects to perform a set of behaviors over another one, and how the decision made is related to the goals. According to Vroom (1964), an individual's motivation to reach a desired outcome is determined by the three important components which are expectancy, instrumentality and valence. The first component in the equation is expectancy, which is defined as a person's belief that their effort will result in desired outcomes, such as performance or success. It is also a person's evaluation of what kind and how much effort should be put in order to achieve better results or higher performance.

The second component which is instrumentality refers to a person's belief that his/her performance is linked to later results, such as reward or punishment. For instance, if a person believes that his/her hard work will be recognized and resulted in rewards, he/she is likely to put more effort into the work.

Finally, valence component demonstrates a person's perception about the amount of reward or punishment received as a result of performance. If a person feels that the reward or punishment

is well-earned with his/her effort and performance, he/she will put more effort to achieving it (Amstrong 2015).

2.4.3 Motivation Hygiene Theory (Herzberg 1968)

This is another motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in the United States of America concerning their previous jobs, (Management Study Guide 2013). Theorists found that there were two categories of needs essentially independent of each other affecting behaviour in different ways thus are maintenance or hygiene factors and motivational factors. Hygiene Factors include several factors like company policy and administration, technical supervision, interpersonal relationships with peers and subordinates, salary, job security, personal life, working conditions and status. These are not intrinsic parts of a job, but they are related to the conditions under which a job is performed. They produce no growth in a worker's output they only prevent losses in workers' performance due to work relations. These maintenance factors are necessary to maintain a reasonable level of satisfaction of employees, an increase beyond this level will not provide any satisfaction while a decrease below this level will dissatisfy employees.

Motivational strategies are capable of having positive effect on job performance often resulting in an increase in one's total output (Mehmood et al 2012). These include achievement, recognition, and advancement, work itself, possibility of growth and responsibility. Most of these factors are related to job contents. An increase in these factors will satisfy the employees; however any decrease will not affect their level of satisfaction. Since these increase the level of satisfaction of employees may be used in motivating them for higher output. The implication of Herzberg's model is based on the fact that most people can satisfy their lower-order needs considerably.

The model has been applied in the industry and has given several new insights. One of the insights is job enrichment which involves the enrichment of jobs in such a way that they have more motivators than before, the idea behind job enrichment is to keep the maintenance factor constant or higher while increasing motivational factors (Prasad, 2018). The theory alerts human resource managers that an employee cannot be motivated by 15 a single motivation factor instead a combination of intrinsic motivation factors like promotion, career achievement, and

recognition as well extrinsic factors such as salary, medical benefits, transport benefits and working conditions are required to achieve better performance.

2.4.4 Summary of theories

The three theories vary in nature and differ in meaning. However, all of them share some common traits, which are for example, that motivation can arise from intrinsic (internal) factors or extrinsic (external) factors and the theories so far have proved the outweighed value of intrinsic motivators from an individual's perspective rather than the extrinsic ones (e.g. money) as it has normally been assumed. Maslow's Hierarchy of Needs, Herzberg's Two-Factor theory, and Vroom's Expectancy theory were chosen as the basis for this study because they demonstrate a strong connection with each other and are supportive with the research topic. The three theories share a similar and concrete outcome that attitudes do have a huge influence on the administration of activities and results.

According to Maslow, it is necessary for every individual to fulfil the basic levels of needs before moving to higher ones; and the ideal is to achieve and satisfy the highest level of self-actualization in the hierarchy. In parallel, Herzberg's theory shows that intrinsic and extrinsic factors play an important role towards job satisfaction such as satisfaction is not done by the lower needs at work but only by achieving the psychological needs of achievement, recognition, responsibility, growth, advancement and the nature of work itself. Besides, Vroom's theory also supports the conclusion by pointing out the dependence of an individual's work outcomes on intrinsic motivation.

Although all these theories have been used as a base for empirical research, going forward, the study will focus on Herzberg's Two-Factor theory of motivation. This is because after contrasting the conclusions of the theory, the researcher's conceptual framework aligns well with Herzberg's conclusion which states that intrinsic and extrinsic factors lead to job satisfaction which in this study, the researcher is focusing on as employee motivation. The researcher aims to understand how these motivational strategies impact on employee's performance or demotivation in the course of doing their job. Therefore, the factors advanced by Herzberg in his theory will be used as a basis to understand what factors influence employees' motivation in the workplace and the link between employees' motivation and its effect on organizational effectiveness and performance

2.5 Conceptual Framework

The conceptual framework is defined as an interconnected set of ideas (theories) about how a particular phenomenon functions or is related to its parts (Al Araithi, 2016). The main purpose of

a conceptual framework is to clarify concepts and relationships among the variables in the study, provide a context for interpreting the study findings and explain observations and also to assess the relationship between motivation strategies and employee performance.

The conceptual framework it showed the relationship between independent variables and dependent variables of the research problem. The independent variables are considered as motivational strategies which include salary increment, improvement of funding to councils, career development, job satisfaction, conducive work environment, career achievement, promotion, recognition and flexibility and amendment to the human resource policy (Nabi 2017). Dependent variable is employee performance which include variables like agreed objective, efficiency, punctuality, employee attendance, responsibility accomplishment, quality of work, loyalty and employee competency/innovative (Mustafa et al, 2012).

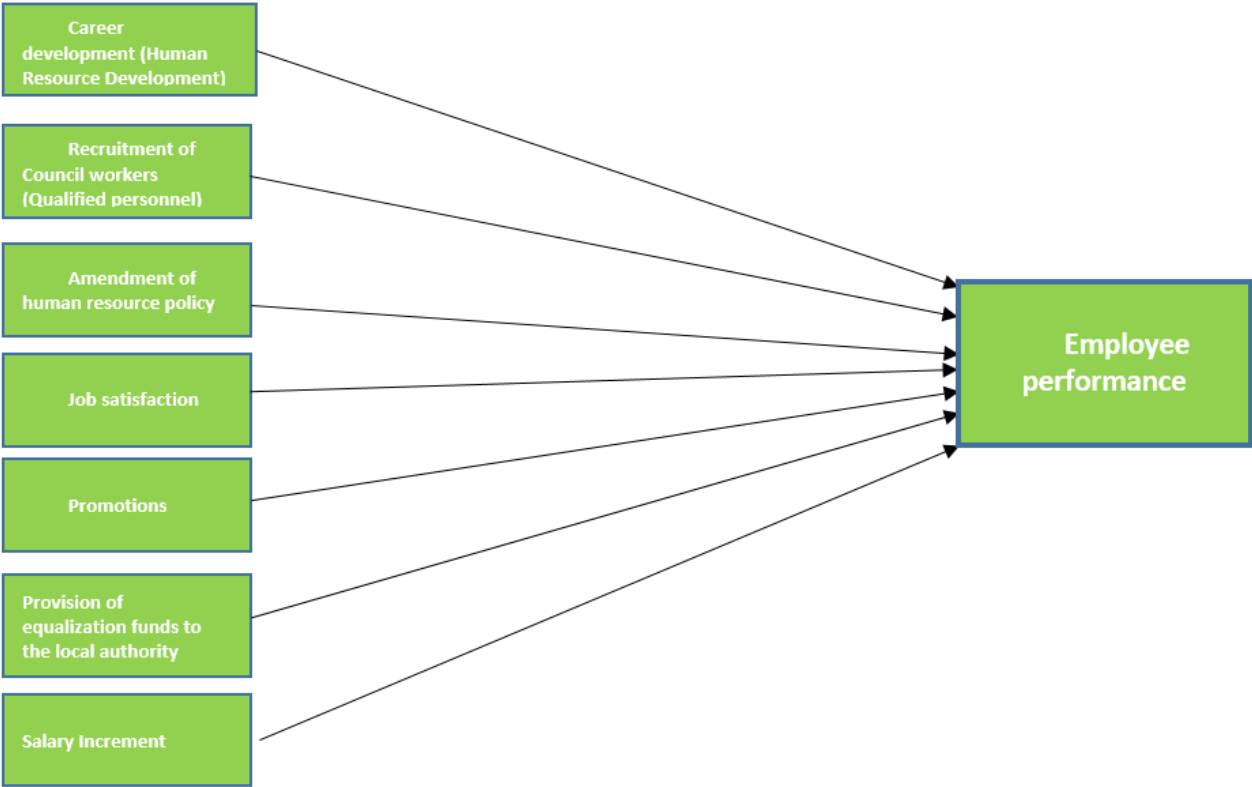


Figure 1: Conceptual framework (Researcher: 2024)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three discusses the research design and methodology that applies to the study. It starts with the philosophical assumptions of the study and further discusses the research design, target population and sampling procedures. It also gives an outline of the data collection techniques and data analysis techniques. Subsequently, it discusses the pilot study, validity, credibility, reliability, and ethical considerations. Finally, it draws the conclusion of the chapter.

3.4 Research Approach

Sibwela (2017) described research approach as a structural framework within which the study is to be implemented. For this study, it was necessary to use a mixed method approach because by using quantitative or qualitative method as stand-alone approach, it was inadequate to best understand the research problem and triangulation of research methods provided the best understanding.

3.5 Research Design

Research designs are types of inquiry within qualitative, quantitative, and mixed methods approaches that provide specific direction for procedures in a research design. Others have called them strategies of inquiry (Creswell 2014). The Research design is the blue print of the project being carried out. This study aimed at analyzing the impact of motivational strategies on employee

performance at Sesheke Town Council. In order to achieve this study, it will draw statistical, quantitative results and further attempts to explain the established relationship with qualitative study. The study used the convergent parallel mixed method strategy. Convergent parallel mixed methods strategy provided for converging quantitative and qualitative data in order to provide for a comprehensive analysis of the research problem. In this design, the Researcher collects both forms of data at the same time and then integrates the information in the interpretation of the overall results (Creswell, 2014). For Quantitative data used the descriptive design where numerical data was collected, analysed and summarised in statistical form showing the range, frequency and various other measurements of phenomena.

3.6 Study Population

According to the Human Resource Department at Sesheke Town Council stated that the council consists of two hundred (200) employees who work under different departments within the council : fifty (50) employees from department of Human Resource and Administration, eleven (11) from the department of Accounts, fifty (50) from the department of Physical and Social Planning, twelve (12) from the department of Commercial and sales, five (5) from Purchasing and supply department. The total number of the employees at Sesheke Town Council is two hundred (200).

3.7 Sample Size

Sample size is referred to the number of items to be selected from the universe to constitute a sample. According to (Kothari, 2014) selection of sample size depend on nature of the study, budget and time constraints. For the purpose of this study 200 respondents were used in data collection out of 200 total employees found at Sesheke Town Council. The researcher used 100% of the total population which is 200 populations. The whole population of employees at the Council was considered for the study.

3.8 Sampling Designs

Cooper et al (2015) has described sampling techniques as the methods that considers how a sample can be selected. Sampling techniques include the probability and the non-probability techniques (Ibid 2015). They further distinguished probability sampling techniques where a sample is chosen based on known probabilities and were given equal chances in order to avoid biasness, (Creswell 2014). This study used the purposive sampling technique, also called

judgment sampling, is the deliberate choice of an informant due to the qualities the informant possesses. It is a nonrandom technique that does not need underlying theories or a set number of informants, (Ibid: 2014)

3.9 Data Collections

Data are facts and other relevant materials, past and present which serve as basis for study and analysis, (Mursiha, 2019). This study involved two kind of data these are primary data and secondary data. Data collection instruments represent the research instruments that a researcher can use to collect data to answer the research questions.

3.9.1 Primary Data

It involves data which has been collected for the first time using instrument like questionnaire, interview, survey, and observation. For the purpose this study primary data were collected through questionnaires and interview guide.

3.9.1.1 Questionnaire

These are number of questions developed in definite order form whether typed or printed and sent to respondents to be answered. This method was used in this study because of low cost, being free from bias, larger sample coverage and data reliability (Kothari, 2014). The structured questionnaire was designed to collect the quantitative data. The self-administered questionnaire was distributed to all the 200 population sample at the Council because the sample was small.

3.9.1.2 Interview Guide (Interview to Key informants)

Key informant interviews are qualitative in-depth interviews with people who know what is going on in the issue being researched (UCLA, 2004). These key informants, with their particular knowledge and understanding, provide insight on the nature of problems and give recommendations for solutions. Babbie (2007: 186) describes key informant as a person who is well versed in the social phenomenon that you wish to study and who is willing to tell you what he or she knows about it.

For this research u face-to-face interviews. The advantages of this technique are that it provides a free-exchange of ideas, and lends itself to asking more complex questions and getting more

detailed responses (Ibid, 2004). Five key informants were selected through the purposive sampling method to give detailed information to the interviewer.

The interviews were standardized semi-structured open-ended interviews. Standardized in the sense that it made it possible for the researcher to arrange and organize data into important sub themes. According to Hambulo (2016), the approach enables the researcher the much-needed flexibility to explore more areas in depth and also allow further questions to emerge in the course of the discussions with the research participants.

3.9.2 Secondary Data

Refers to the data which have already been collected and analysed by someone else. Secondary data were obtained from various reports (quarterly Sesheke Council reports 2024), journals (Local government journal by Local Government Association 2018) and circulars (Circular no. 10 of 2016 on decentralization of functions) pertained to motivation in public service. The method was chosen in respect of data reliability, suitability and data adequacy.

3.9.2.1 Document Review

A document review is a process that entails the collection and interpretation of relevant documents for research purposes. The study considered existing records for the staff regarding the tenure of contracts and how often employees' contracts were renewed when they expired. The researcher used documents like Institutional memoranda and reports, government pronouncements and proceedings, diaries and other written, visual and pictorial sources in different forms and so on.

3.10 Data Analysis

According to Balkishan (2018) data analysis is the process of developing answers to questions through the examination and interpretation of data. Data analysis involves organizing the raw data in order to make sense out of it. Raw data on its own may not bring out the lessons and outcomes unless it is organized. This study used both qualitative and quantitative data. The quantitative data collected was first checked, cleaned and finally coded. After the quantitative data was coded properly, it was entered into a software called Statistical Package for Social Sciences (SPSS) version 21.0 so that the data can be easily analyzed and come up with descriptive statistics. Some data were later analyzed with the use of Micro Soft Excel to come up with graphs and figures. The data was also made into tables so that various graphical presentations were made. Once the

statistics were used to make tables, graphs and figures, they allowed objectivity with regard to interpretation, valid conclusion and recommendations. The information collected from Key Informants using an in-depth interview was analyzed qualitatively based on the themes and contents. Content or thematic analysis was deemed appropriate because it enabled the researcher to group similar items or themes together from many voluminous words.

3.11 Validity and Reliability of the study instruments

The purpose of this research was to come up with results that were not subjected to biases and errors. Results that have bias and errors means they have failed to answer the questions of the research and therefore, the results can be questionable. In order to come up with results that are not questionable, the researcher had to put measures in place to safeguard the results. Although bias and errors are completely difficult to measure in a research, the researcher tried to reduce them to an acceptable level. Stoep et al, (2009) defined reliability as the extent to which a measure yields the same scores across different times, groups of people, or versions of the instrument, in short it's about consistency, and on the other hand a 30 measure shows validity if it actually measures what it claims (or is intended) to measure or it is about truthfulness. Therefore, the researcher considered the aspect of reliability and validity in the study. Time was considered to design the questions for the questionnaire and interview. The researcher tried to be clear in order to avoid ambiguity; observed standardization in interviews and questionnaire. The questionnaires were left with the respondents and later collected after going through in order to correct the mistakes.

The interviews were done according to the time proposed by the interviewees. For the questionnaire, the researcher took time to test it before the final data collection. Validation was also taken care of by the researcher. The researcher was involved most of the time in collecting the data with the help of the Chief human resource officer at the Council making sure that everything was done in order. The use of two instruments facilitated content validation and triangulation because the research covered adequately the important information needed in the study by lobbying for information from all the respondents selected randomly and conveniently.

3.12 Ethical Consideration

While collecting the data and disseminating the findings, the researcher was sensitive to research ethics and its values. The researcher obtained an introductory form from the University of Lusaka (UNILUS) to collect data and the letter was submitted to the administrative authority of Sesheke

Town Council who willingly granted the researcher permission. Some procedures such as introductory meetings with senior leadership at Sesheke Town Council were conducted and followed before the researcher was allowed to conduct research activity. All the relevant letters and documents permitting the researcher are behind this work in the appendices. The researcher sought consent with respondents and obtained permission from them to distribute questionnaires. The researcher also explained the purpose of the study to the respondents and they were also assured of high confidentiality of their responses and identities. The researcher ensured the freedom of participants by adhering to the principal of informed concerned. This principal required the researcher to ensure that participants are aware of the purpose of the study so as to get their concern and participate freely. The statement of the research purpose, description of any potential risks or discomforts, description of potential benefits and the confidentiality were assured to the respondents. The participants were not required to write their names on the questionnaire

3.13 Limitations/challenges

The study was limited to Sesheke Town Council offices in Sesheke -Western Province and not any other Council around the country. Furthermore, data collection at some point was challenging and the process was slow as employees went out to the workshops in Mongu and others went to monitor CDF projects.

4.0 Summary of the Chapter

This chapter provided a road map of how the research project was conducted. It began with a discussion of the research methodology, particularly, the research approach and research philosophy. Research design and research methods were discussed next, with attention paid to methodological aspects, population and sampling and data collection instruments, data processing and analysis. For this project, a qualitative and quantitative research design was most suitable. The three data collection instruments were selected, namely document review, as well as, self-administered questionnaires and interview guides for key informants. The whole population of employees at the Council was considered for the study and therefore, there was no need for sampling. Criteria for establishing trustworthiness of findings in a qualitative and

quantitative investigation was through reliability and validity. Finally, the ethical rules for the project were adhered to in order to protect the rights of the respondents and the limitations or challenges.

The next chapter involves the actual data analysis and the presentation of the study's findings arising out of the self-administered questionnaires and the interview guide.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

The research titled "Analyzing the Impact of Motivational Strategies on Employee Performance at Sesheke Town Council." Whose primary aim was to assess how various motivational strategies affect employee performance and alignment with organisational objectives, focusing on Sesheke Town Council. The study seeks to identify the specific motivational strategies implemented, evaluate their influence on employee performance, explore the relationship between motivation and performance, and understand employees' perceptions of these strategies' effectiveness. The research will discuss both quantitative and qualitative data, using the study's objectives as a framework. Quantitative data will be examined through statistical methods like regression and correlation analyses, while qualitative data will be thematically analysed to draw insights. This approach ensures a comprehensive understanding of the findings and their implications, connecting them to existing literature and identifying actionable recommendations to foster a motivated and high-performing workforce. The findings were discussed according to the study objectives and the research questions derived from the objectives answered the research study.

5.2 Discussion of findings

One of the objectives was to see if Sesheke Town Council Implement Motivational strategies. The data revealed that while the majority of employees believed the Council implemented motivational strategies effectively, a notable minority remained neutral or disagreed. This suggested potential areas for improvement in communication and execution to ensure that motivational initiatives met employee expectations. Lauria-Gunnink (2024) highlighted the importance of aligning organisational strategies with employee needs. Effective implementation of motivational strategies not only enhanced performance but also strengthened the perception of the Council as a supportive employer. The survey established a clear link

between motivational strategies and employee performance, with the majority of respondents affirming this relationship. This reinforced the premise that well-designed motivational initiatives directly contributed to enhanced productivity and engagement. The regression analysis further supported this finding, showing a statistically significant positive correlation between competitive salaries and employment duration.

Another objective was an assessment on how the current motivational policies Influence Employee Performance and Alignment with Organizational Goals.

According to the findings the majority agreed to say motivational policies they influence the employee performance and alignment with the organization goals, 84.5 employees agreed meanwhile 13.5 disagreed. Though few disagreed to the objective implying that there is still need to educate other employees on how the motivational policies can influence employee performance.

The findings revealed a youthful workforce at Sesheke Town Council, with a notable proportion of employees under 30 years. This demographic composition suggested the dynamic potential for innovation and energy within the organisation. However, the age structure also presented challenges related to managing younger employees' expectations and career aspirations. Educational qualifications further highlighted a skilled workforce, with the majority holding college or university degrees (Zhao; 2021). Nonetheless, a small segment possessed only primary education, which potentially created disparities in task performance, particularly for roles requiring advanced technical or analytical skills. This workforce profile was critical for understanding how motivational strategies were tailored to address diverse needs and capabilities. These observations demonstrated the necessity of aligning motivational strategies with the demographic and educational profile of employees as Gong (2018) describes. Naim (2018) states that younger, educated employees were likely to value opportunities for growth, learning, and recognition, requiring the Council to adopt targeted initiatives to maximise engagement and performance.

The analysis showed a mixed distribution of employment tenure among respondents, with significant proportions having served between four and six years or six and nine years. Meanwhile, a smaller segment consisted of long-term employees with over ten years of service, indicating organisational stability in retaining a core group of experienced staff. Conversely, the presence of newer employees highlighted the need for integration and retention strategies to

maintain workforce continuity. Nkansah-Dwamena (2024) states these findings underscore the importance of motivational strategies such as training, mentorship, and clear career progression pathways to support both new and long-serving employees. Kuusisto (2024) concluded that for newer employees, these strategies facilitated smoother onboarding and skill development, while for experienced staff, they ensured sustained engagement and satisfaction, reinforcing their commitment to the organisation. The study highlighted mixed perceptions regarding compensation. While over half of the respondents viewed their salaries and allowances favourably, a significant proportion expressed dissatisfaction. Salaries predominantly ranged between 4,001 and 6,000 Kwacha, with only a small percentage earning above 10,000 Kwacha. These figures suggested moderate compensation levels that may not have fully addressed employees' financial aspirations (Kollman; 2020). Health benefits similarly received divided opinions, with nearly half of the respondents expressing dissatisfaction. These findings emphasised the critical role of competitive financial rewards in motivating employees. Aligning compensation with market standards and enhancing non-monetary benefits such as health coverage could improve overall job satisfaction and performance (Froese; 2019). This aligned with the study's aim to evaluate the impact of motivational strategies, as financial rewards were a fundamental aspect of employee motivation. Please paragraphs

While most employees perceived the work environment positively, a significant minority disagreed, suggesting variations in workplace conditions that may have affected morale and productivity. Similarly, job security was largely viewed favourably, with permanent employment providing a sense of stability for most respondents. However, contract workers appeared more uncertain, reflecting the challenges of balancing workforce flexibility with the need for long-term security. As Wang (2019) stated in the study ***Job satisfaction among federal employees: The Role of employee interaction with work environment. Public Personnel Management*** these findings highlighted the importance of creating consistent and supportive workplace conditions. A positive work environment and job security were vital motivators that directly influenced employee performance and satisfaction, reinforcing the need for robust human resource practices at the Council.

The survey indicated strong support for training and skills development initiatives, with the majority acknowledging the Council's commitment to capacity building.

This was one of the most positively perceived motivational strategies, highlighting its importance in fostering employee growth and productivity. Kiemer (2018) highlights that this creates the relevance of professional development as a motivational tool, particularly in organisations like Sesheke Town Council, where skill enhancement is critical for addressing operational challenges. It aligned with the study's objectives by illustrating how training

opportunities contributed to improved performance and employee retention. The findings showed that the performance appraisal system was viewed positively by most respondents, reflecting its effectiveness in promoting accountability and growth. However, perceptions of promotion prospects were less consistent, with a significant portion of employees expressing dissatisfaction or neutrality. This indicated potential gaps in career advancement opportunities that could have affected morale and retention. Shah (2023) highlighted the need for transparent and merit-based promotion systems. Addressing these gaps could enhance employee motivation and ensure that career progression was perceived as fair and attainable, fostering a culture of performance and loyalty.

Quader (2024) states that this evidence demonstrated how motivational strategies impacted employee performance and validated the need for continuous evaluation and refinement to address workforce dynamics and organisational goals.

Finally, the findings indicated strong peer relationships, with most employees reporting positive interactions with colleagues. This fostered a collaborative and supportive work environment that enhanced morale and productivity. Strong peer relationships complemented organisational strategies by creating a conducive atmosphere for teamwork and collective achievement, further boosting performance (Mobolade; 2021).

Despite positive feedback in several areas, challenges such as dissatisfaction with financial rewards, inconsistent perceptions of the work environment, and limited promotion prospects were identified. Addressing these issues was essential for enhancing employee motivation and performance. Ryan and Deci in their work **“Intrinsic and extrinsic motivation from a self-determination theory perspective”** highlight the need for a comprehensive approach to motivational strategies that address both intrinsic and extrinsic factors.

5.3 Chapter Summary

Chapter Five produced the findings to provide an in-depth discussion of their implications for Sesheke Town Council. The discussion revealed a clear alignment between demographic trends and the necessity of tailored motivational strategies, particularly for a youthful and diverse workforce. Financial rewards, while significant motivators, emerged as a source of dissatisfaction for many employees, highlighting the need for competitive salary reviews and improved benefits. Strong support for training and development underscored the Council's commitment to capacity building, while gaps in promotion opportunities and work environment consistency signalled areas requiring immediate attention. Overall, the chapter demonstrated that well-designed motivational strategies significantly influence employee engagement and productivity, supporting the Council's goals of fostering a motivated and high-performing workforce.

CHAPTER FOUR: PRESENTATION OF FINDINGS

4.1 Introduction

Chapter Four presents the findings from the study *“Analyzing the impact of motivational strategies on employee performance at Sesheke Town Council”* which explored the impact of motivational strategies on employee performance at Sesheke Town Council. The results are structured to align with the study objectives and research questions, encompassing demographic analysis, frequency distributions, thematic insights, and statistical correlations. This chapter highlights key trends and themes that emerged from the data, offering a comprehensive overview of employees’ perceptions and experiences regarding motivation and performance. These findings serve as the foundation for the discussion and recommendations provided in subsequent chapters. How will you present the findings: Qualitative and quantitative?

4.2 Response rate

The total sample size for this study was 200 respondents. However, due to time and holiday break constraints, especially since the survey was done towards the end of the year, the study only managed to collect back 186 responses, indicating a 93% response rate and a 7% non-response rate. How did you administer the questionnaires? Why? What about the qualitative data? How was it collected? Focus group interview or indepth interviews? How many people etc.

4.3 Demographic data

4.3.1 Gender of respondents

Out of the total population of 186 respondents, 104 respondents were male, while 81 respondents were female.

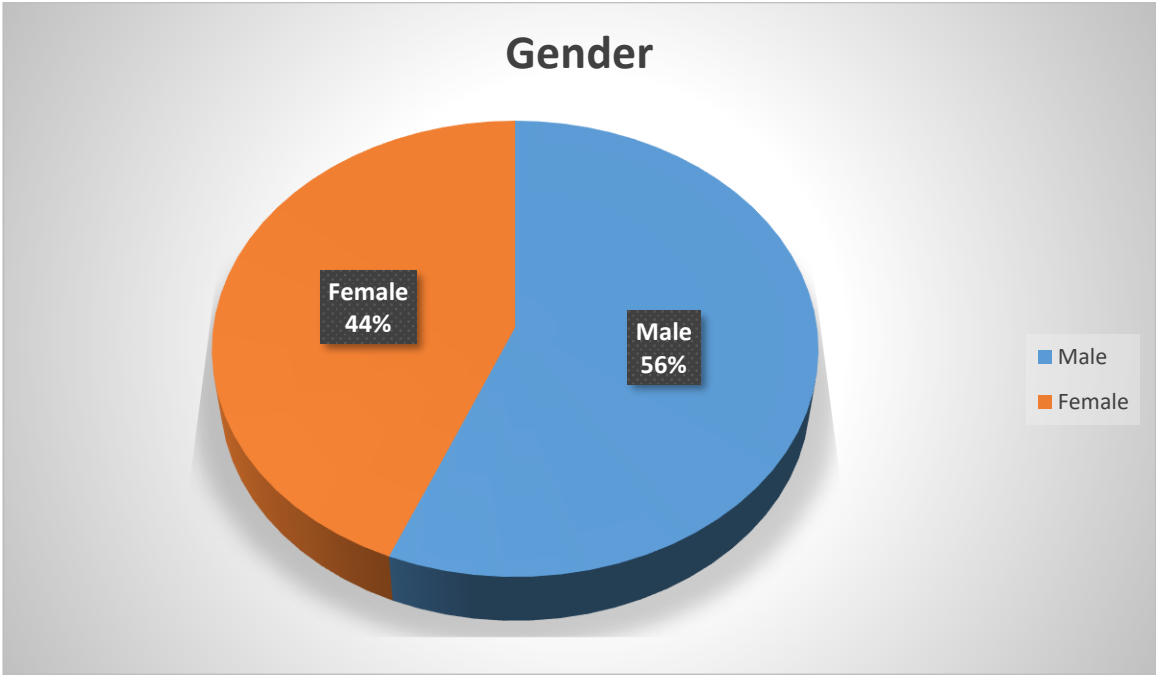


Figure 4.1: Gender

4.3.2 Age of the respondents

An additional 30.1% are below 30 years of age, while a smaller proportion (4.8%) are aged between 50 and 59. This age profile suggests a youthful and potentially dynamic workforce, with implications for organisational strategies aimed at motivation and retention.

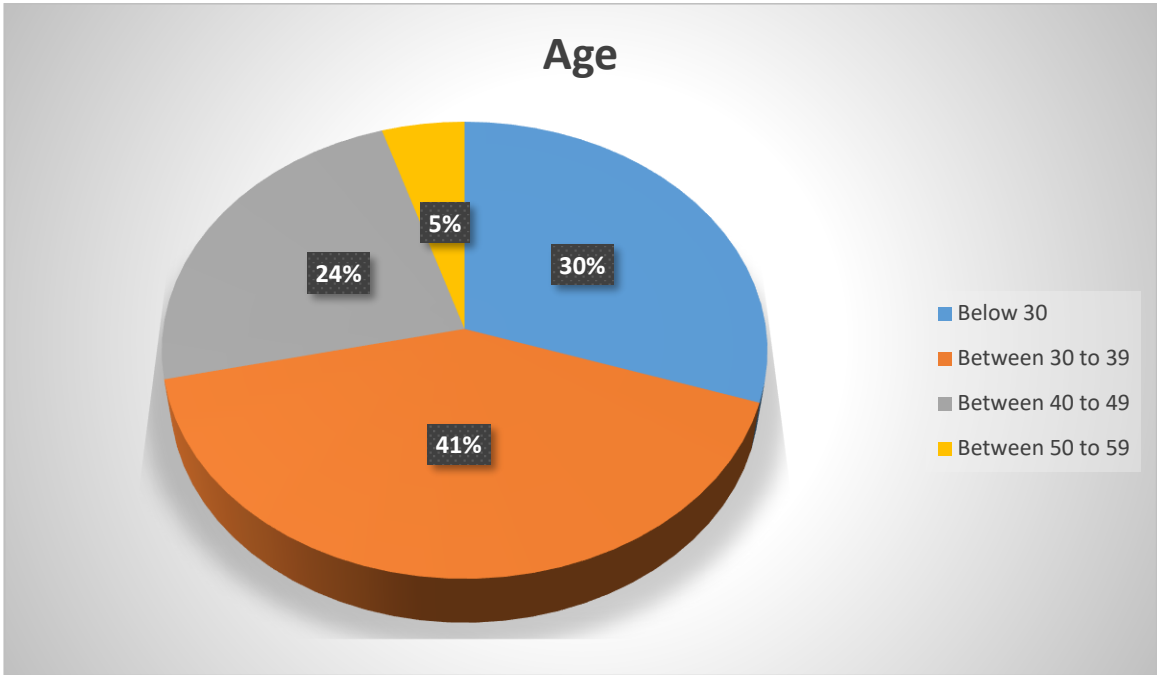


Figure 4.2 : Age of the respondents

4.3.3 Education background of respondents

Educational qualifications among employees further highlight the Council's human resource profile. Most respondents hold either college qualifications (33.3%) or university degrees (28%), indicative of a skilled workforce.

However, a notable 10.8% possess only primary education, a factor that could pose challenges in roles requiring advanced technical or analytical skills.

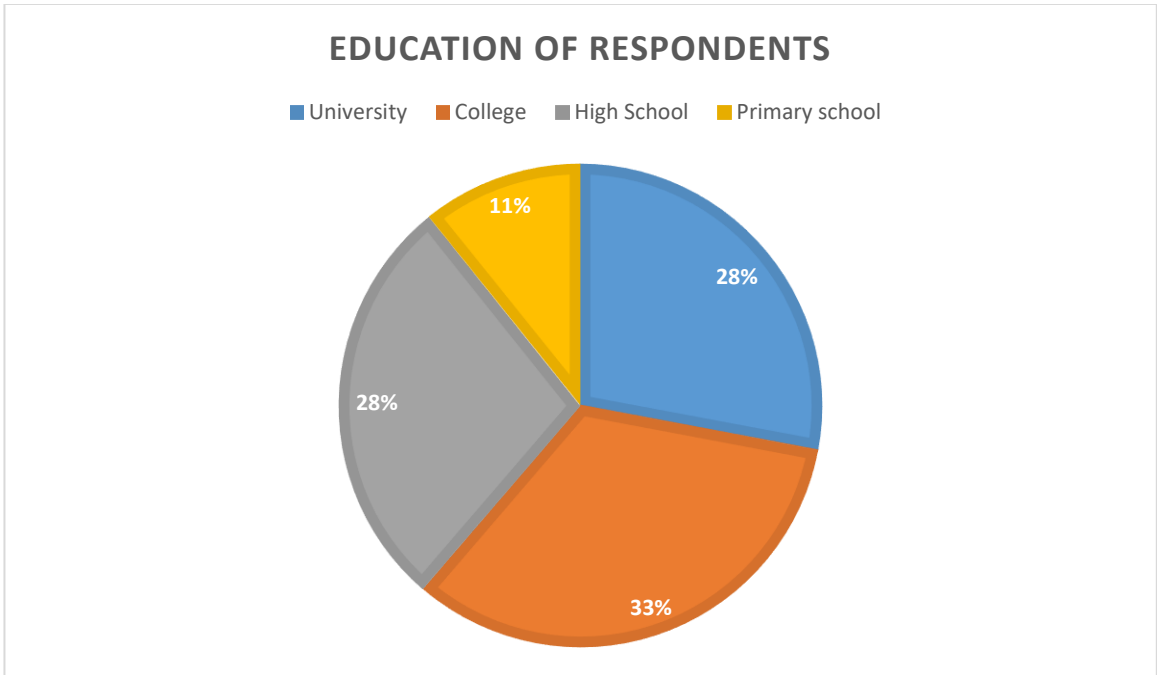


Figure 4.3: Education of the respondents

4.4 presentation of the frequency distribution of data

What is your job group at the Sesheke Town Council?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Top management	39	20.5	21.0	21.0
	Middle management	43	22.6	23.1	44.1
	Junior management	39	20.5	21.0	65.1
	Operational staff	35	18.4	18.8	83.9
	Other	30	15.8	16.1	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.1: Job group of respondents

What is your duration of employment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	8	4.2	4.3	4.3
	1-3 years	18	9.5	9.7	14.0
	4-6 years	71	37.4	38.2	52.2
	6-9 years	48	25.3	25.8	78.0
	Above 10 years	41	21.6	22.0	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.2: Years of job duration

Salary Range in Kwacha?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 4,000	41	21.6	22.0	22.0
4,001-6,000	58	30.5	31.2	53.2
6,001-8,000	34	17.9	18.3	71.5
8,001-10,000	32	16.8	17.2	88.7
Above 10,000	21	11.1	11.3	100.0
Total	186	97.9	100.0	
Missing System	4	2.1		
Total	190	100.0		

Table 4.3: Salary scale of respondents

Are you a permanent worker or you are on a contract basis?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Permanent and Pensionable	138	72.6	74.2	74.2
On Contract	48	25.3	25.8	100.0
Total	186	97.9	100.0	
Missing System	4	2.1		
Total	190	100.0		

Table 1.4: Type of contract

If your answer to question 7 is contract, how long is the contract?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	6 months	7	3.7	3.8	3.8
	1 year	41	21.6	22.0	25.8
	Not applicable	138	72.6	74.2	100.0
	Total	186	97.9	100.0	
	Missin System	4	2.1		
Total		190	100.0		

Table 4.2: Type of Contract 2

A good and competitive salary?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	25	13.2	13.4	13.4
	Disagree	11	5.8	5.9	19.4
	Neutral	43	22.6	23.1	42.5
	Agree	42	22.1	22.6	65.1
	Strong agree	65	34.2	34.9	100.0
	Total	186	97.9	100.0	
Missin System	4	2.1			
Total		190	100.0		

Table 4.6: Is salary competitive?

Attractive allowances and bonuses?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	34	17.9	18.3	18.3
	Disagree	28	14.7	15.1	33.3
	Neutral	23	12.1	12.4	45.7
	Agree	63	33.2	33.9	79.6
	Strongly agree	38	20.0	20.4	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.7: Allowances and bonuses

Good health benefits and incentives?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	29	15.3	15.6	15.6
	Disagree	43	22.6	23.1	38.7
	Neutral	27	14.2	14.5	53.2
	Agree	53	27.9	28.5	81.7
	Strongly agree	34	17.9	18.3	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.3: Health incentives and benefits

A good work environment?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong disagree	19	10.0	10.2	10.2
	Disagree	19	10.0	10.2	20.4
	Neutral	42	22.1	22.6	43.0
	Agree	43	22.6	23.1	66.1
	Strongly agree	63	33.2	33.9	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.4: Work environment

Job security?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	9	4.7	4.8	4.8
	Disagree	16	8.4	8.6	13.4
	Neutral	50	26.3	26.9	40.3
	Agree	45	23.7	24.2	64.5
	Strongly agree	66	34.7	35.5	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.5: Job security

Opportunities for employee training and skills development?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.2	3.2	3.2
	Disagree	4	2.1	2.2	5.4
	Neutral	9	4.7	4.8	10.2
	Agree	52	27.4	28.0	38.2
	Strongly agree	115	60.5	61.8	100.0
	Total	186	97.9	100.0	
Missin	System	4	2.1		
Total		190	100.0		

Table 4.6: Opportunities for professional growth

Effective performance appraisal system?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	6.3	6.5	6.5
	Disagree	28	14.7	15.1	21.5
	Neutral	7	3.7	3.8	25.3
	Agree	94	49.5	50.5	75.8
	Strongly agree	45	23.7	24.2	100.0
Total		186	97.9	100.0	
Missin	System	4	2.1		
Total		190	100.0		

Table 4.7: Performance appraisals

Frequent promotion prospects motivate me to work for this organisation longer?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	33	17.4	17.7	17.7
Disagree	18	9.5	9.7	27.4
Neutral	22	11.6	11.8	39.2
Agree	58	30.5	31.2	70.4
Strongly agree	55	28.9	29.6	100.0
Total	186	97.9	100.0	
Missing System	4	2.1		
Total	190	100.0		

Table 4.8: Promotion prospects

Does the organisation implement motivational strategies?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	24	12.6	12.9	12.9
Disagree	18	9.5	9.7	22.6
Neutral	36	18.9	19.4	41.9
Agree	82	43.2	44.1	86.0
Strongly agree	26	13.7	14.0	100.0
Total	186	97.9	100.0	
Missing System	4	2.1		
Total	190	100.0		

Table 4.9: Motivational strategies

Promotions are done on merit?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	2.6	2.7	2.7
	Disagree	25	13.2	13.4	16.1
	Neutral	7	3.7	3.8	19.9
	Agree	94	49.5	50.5	70.4
	Strongly agree	55	28.9	29.6	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.10: Merit of promotions

My relationship with my peers is good?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	13	6.8	7.0	7.0
	Disagree	25	13.2	13.4	20.4
	Neutral	13	6.8	7.0	27.4
	Agree	41	21.6	22.0	49.5
	Strongly agree	94	49.5	50.5	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.11: Relationship with peers

Does motivational strategies have an impact on your performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	160	84.2	86.0	86.0
	No	26	13.7	14.0	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.12: Motivational strategies

Is their relationship between Motivational Strategies and Employee Performance at Sesheke Town Council?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	147	77.4	79.0	79.0
	No	39	20.5	21.0	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
Total		190	100.0		

Table 4.13: Employee performance

Do employees perceive motivational strategies to influence performance?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	160	84.2	86.0	86.0
	No	26	13.7	14.0	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
	Total	190	100.0		

Table 4.14: Employee perception on motivational strategies

Does Sesheke Town Council implement motivational strategies?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	154	81.1	82.8	82.8
	No	32	16.8	17.2	100.0
	Total	186	97.9	100.0	
Missing	System	4	2.1		
	Total	190	100.0		

Table 4.15: Implementation of motivational strategies

Job group data reflects a fairly even distribution of roles, with 21% in top management, 23.1% in middle management, and 21% in junior management. Operational staff constitute 18.8%, while 16.1% of respondents belong to unspecified roles. This latter figure suggests a potential gap in job classification systems, which may need addressing to ensure role clarity and career pathway definition. The employment tenure of Council staff reflects a mix of experience levels, with 38.2% having served 4–6 years, and 25.8% within 6–9 years. Long-term employees with over 10 years

of service account for 22%, highlighting a core of experienced personnel. Conversely, nearly 14% are relatively new to the organisation, having served for less than three years.

This combination of long-standing and newer employees presents opportunities for knowledge transfer but also underscores the importance of strategies to integrate and retain new hires. In terms of compensation, salaries predominantly range between 4,001–6,000 Kwacha, as reported by 31.2% of employees, while only 11.3% earn above 10,000 Kwacha. These figures suggest moderate compensation levels, which could influence both job satisfaction and retention. Employment types reveal that 74.2% of staff are permanent and pensionable, whereas 25.8% work on contracts, with the majority of these lasting one year. The limited use of long-term contracts may reflect budgetary constraints or a cautious approach to workforce planning. Employees identified several factors influencing their motivation at work. Salary satisfaction emerges as a point of divergence: 34.9% strongly agree that their salary is competitive, yet 19.4% express dissatisfaction. Similarly, while over half (54.3%) agree or strongly agree that allowances and bonuses are attractive, 33.4% disagree, suggesting that improvements could be made in these areas to address unmet expectations. Health benefits also receive mixed reviews, with 46.8% viewing them positively but 38.7% expressing dissatisfaction, potentially indicating gaps in the Council's healthcare support offerings. Regarding the work environment, 57% acknowledge it as positive, but a notable 20.4% disagree, revealing inconsistencies in workplace conditions. Job security appears to be a source of assurance for most, as 59.7% feel secure in their positions, although 13.4% do not, possibly reflecting concerns among contract workers. The data points to significant support for training opportunities, with 89.8% of employees agreeing or strongly agreeing that the Council invests in skill development. This strong endorsement highlights the organisation's commitment to capacity building. Similarly, 74.7% view the performance appraisal system as effective, reflecting positively on processes aimed at fostering accountability and growth.

However, perceptions of promotion prospects are less consistent. While 60.8% find frequent promotions motivating, 27.4% either disagree or remain neutral, indicating potential dissatisfaction with career advancement opportunities. Addressing this disparity could enhance employee morale and retention. The survey sheds light on the Council's implementation of motivational strategies and the dynamics of peer relationships. A majority of respondents (58.1%) believe that the organisation effectively implements motivational strategies, although 22.6% remain neutral or disagree, suggesting that more robust communication or refined initiatives may be necessary to meet employee expectations. Merit-based promotions receive mixed feedback. Half of the respondents agree that promotions are fair and based on merit. However, 16.1%

perceive a lack of fairness, reflecting potential concerns about transparency and equity in advancement decisions.

Peer relationships emerge as a strong point, with 72.5% reporting positive relations with colleagues, which likely fosters a collaborative and supportive work environment.

The survey reveals a clear link between motivation and performance, as affirmed by 86% of respondents. Additionally, 79% identify a direct relationship between motivational strategies and employee performance, reinforcing the importance of these initiatives. Encouragingly, 82.8% recognise the Council's efforts to implement motivational strategies, indicating that motivation is a recognised organisational priority. This alignment between strategy and perception provides a strong foundation for enhancing workforce engagement and productivity.

4.5 Presentation of the Regression Analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.279 ^a	.078	.073	1.032

a. Predictors: (Constant), A good and competitive salary?

Table 4.21: Regression analysis

ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.530	1	16.530	15.524	.000 ^a
	Residual	195.921	184	1.065		
	Total	212.452	185			

a. Predictors: (Constant), A good and competitive salary?

b. Dependent Variable: What is your duration of employment?

Table 4.22. Anova analysis

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.731	.213		12.809	.000
	A good and competitive salary?	.218	.055	.279	3.940	.000

a. Dependent Variable: What is your duration of employment?

Table 4.23: Coefficients analysis

The analysis presents findings on factors influencing employee motivation and retention at Sesheke Town Council, focusing on the relationship between motivational strategies and employment duration.

The study achieved a high response rate of 93% from its target population, with 186 responses. The demographic data reveal a youthful workforce, predominantly holding college or university qualifications, with varying levels of job seniority and employment duration. Most employees are permanent, and salaries range between K4,001 and K6,000 for the majority. Motivational factors such as competitive salaries, allowances, health benefits, and job security received mixed reviews. For example, while over half of the respondents viewed salaries and allowances favourably, a significant proportion expressed dissatisfaction. Health benefits and the work environment also drew divided opinions, suggesting areas for improvement. On a more positive note, employees overwhelmingly acknowledged the council's commitment to training and skill development, which is viewed as a strong aspect of its motivational strategies. The regression analysis indicates that a good and competitive salary significantly influences the duration of employment, accounting for 7.8% of the variance in the dependent variable. The results show a positive correlation ($R=0.279$, $p<0.05$), suggesting that employees who perceive their salaries as competitive are more likely to stay longer with the organisation. The ANOVA test confirms the model's statistical significance.

4.6 presentation of the correlation analysis

Correlations

		A good and competitive salary?	What is your duration of employment?
A good and competitive salary?	Pearson Correlation	1	.279**
	Sig. (2-tailed)		.000
	N	186	186
What is your duration of employment?	Pearson Correlation	.279**	1
	Sig. (2-tailed)	.000	
	N	186	186

Table 4.24: Pearson Correlation analysis

The analysis explored the relationship between employees' perceptions of a good work environment and their duration of employment. The Pearson correlation coefficient for these variables is 0.131, suggesting a weak positive relationship.

However, the significance value ($p=0.076$) indicates that this correlation is not statistically significant at conventional thresholds ($p<0.05$). This implies that while there may be a slight association between the two variables, it is not strong enough to draw definitive conclusions about their relationship. Next, the study investigated the relationship between employees' perceptions of receiving a good and competitive salary and their duration of employment. The analysis reveals a Pearson correlation coefficient of 0.279, which indicates a moderate positive relationship. The significance value ($p=0.000$) confirms that this correlation is statistically significant at the 0.01 level.

4.7 Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gender	186	1	2	1.44	.498
Age	186	1	4	2.03	.857
What is the highest level of your academic qualification?	186	1	4	2.22	.974
What is your job group at the Sesheke Town Council?	186	1	5	2.86	1.376
What is your duration of employment?	186	1	5	3.52	1.072
Salary Range in Kwacha?	186	1	5	2.65	1.304
Are you a permanent worker or you are on a contract basis?	186	1	2	1.26	.439
A good and competitive salary?	186	1	5	3.60	1.369
Attractive allowances and bonuses?	186	1	5	3.23	1.412
Good health benefits and incentives?	186	1	5	3.11	1.367
A good work environment?	186	1	5	3.60	1.320
Job security?	186	1	5	3.77	1.165
Opportunities for employee training and skills development?	186	1	5	4.43	.929
Effective performance appraisal system?	186	1	5	3.71	1.177
Frequent promotion prospects motivate me to work for this organisation longer?	186	1	5	3.45	1.452
Does the organisation implement motivational strategies?	186	1	5	3.37	1.220
Promotions are done on merit?	186	1	5	3.91	1.054
My relationship with my peers is good?	186	1	5	3.96	1.323
Valid N (listwise)	186				

Table 4.7.1: Descriptive statistics

Gender distribution shows a slight skew towards male employees, as indicated by a mean of 1.44 (where 1 = male and 2 = female) and a standard deviation of 0.498, suggesting a relatively balanced composition. Regarding age, a mean of 2.03 (where lower values correspond to younger employees) confirms a relatively young workforce, consistent with earlier findings.

The highest level of education achieved by respondents has a mean of 2.22, corresponding to most employees holding college qualifications (2 = college, 3 = university). A standard deviation of 0.974 reflects moderate variation in educational attainment, ranging from primary school to university-level qualifications. The mean score for job groups is 2.86, representing middle-to-junior management roles, with a wide standard deviation of 1.376, indicating a broad distribution across hierarchical levels. Employment duration has a mean of 3.52, suggesting that many employees fall within the 4–6 years category. The salary range mean of 2.65 corresponds to most salaries falling between 4,001–6,000 Kwacha. Most employees are permanent, with a mean of 1.26 (where 1 = permanent and 2 = contractual) and a low standard deviation of 0.439, showing limited variability in employment status.

The responses indicate generally positive attitudes toward various workplace factors. Salary competitiveness has a mean of 3.60, reflecting moderate satisfaction, though some variation exists, as shown by a standard deviation of 1.369. Employees exhibit mixed feelings about allowances and bonuses, with a mean of 3.23, suggesting room for improvement. Why are you analysing when you are just presenting the data

Health benefits have a mean of 3.11, indicating moderate satisfaction, though variability is notable, with a standard deviation of 1.367. The work environment receives general approval, with a mean of 3.60, but differing experiences are evident from the standard deviation of 1.320. Job security is rated relatively highly, with a mean of 3.77, underscoring employees' sense of stability in their roles. Employees strongly agree on the availability of training opportunities, reflected in the highest mean of 4.43 and a low standard deviation of 0.929, showing widespread support for the Council's investment in skill development. Similarly, the performance appraisal system is perceived positively, with a mean of 3.71, suggesting its effectiveness.

Frequent promotion prospects have a mean of 3.45, revealing moderately positive but variable sentiments among employees. The organisation's motivational strategies are rated slightly lower, with a mean of 3.37. Merit-based promotions, however, receive stronger agreement, with a mean of 3.91 and relatively low variability, reflecting confidence in fairness. Peer relationships are rated highly, with a mean of 3.96, indicating a strong sense of camaraderie among colleagues.

4.8 Qualitative data presentation of findings

4.8.1 Thematic analysis

4.8.1.1 Financial Compensation and Rewards

A recurring theme from the analysis was the perception of financial rewards as a critical motivational factor. Many respondents acknowledged that competitive salaries and allowances played a vital role in their job satisfaction. As one respondent noted, *"A fair salary makes me feel valued, but I believe it should match the cost of living more closely."* Despite this sentiment, some expressed dissatisfaction, with one stating, *"The salary is okay, but it doesn't cover all my needs. Better allowances would help."* This theme indicates that while financial compensation is appreciated, there is room for improvement in aligning salaries and allowances with employee expectations. The Council's moderate pay structure has implications for employee retention and performance, as individuals may seek alternative opportunities if their financial needs are unmet.

4.8.1.2 Training and Skills Development

The theme of training emerged as a strong motivator for employees. Many respondents appreciated the Council's commitment to capacity building, with one saying, *"The training opportunities are excellent; they help me grow and feel more competent in my role."* This positive perception highlights the significance of professional development as an intrinsic motivator. However, there were also subtle suggestions for diversification of training programmes, as another respondent observed, *"While training is good, we need more advanced courses tailored to our specific job requirements."* This feedback underscores the importance of aligning training opportunities with individual and organisational goals to maximise their impact on performance.

4.8.1.3 Work Environment and Job Security

The work environment surfaced as another critical theme, with mixed opinions among employees. Positive remarks included, *"I feel supported by my colleagues, and the environment is generally conducive to work."* Such sentiments reflect a collaborative and engaging workplace culture. However, not all experiences were positive. One respondent commented, *"Some departments have better facilities than others. This inconsistency can be frustrating."* The mixed feedback on the work environment highlights areas where the Council could standardise conditions to ensure fairness and support across all units.

Job security also played a prominent role in employee motivation, with permanent employees expressing a sense of stability.

One employee stated, *"Knowing my job is secure allows me to focus entirely on my work."* In contrast, contract workers reported feeling uncertain about their future, with one sharing, *"The short-term nature of contracts makes it hard to plan or fully commit."*

4.8.1.4 Promotion and Career Advancement

Promotion practices were another significant theme, with varied opinions from respondents. Some employees appreciated the merit-based approach, stating, *"When promotions are fair, it encourages us to work harder and aim higher."* However, concerns about fairness and transparency were also evident. One individual remarked, *"Not all promotions seem to be based on performance, and this can be discouraging."* The inconsistencies in promotion practices suggest a need for clear and transparent systems to address perceptions of bias and improve morale. Employees are more likely to stay motivated and loyal when they see opportunities for growth and recognition for their efforts.

4.8.1.5 Organisational Implementation of Motivational Strategies

Another theme focused on how effectively the Council implemented motivational strategies. Many respondents acknowledged positive efforts, with one stating, *"The organisation tries its best to keep us motivated, and I appreciate that."* However, others felt there was room for improvement, as one respondent pointed out, *"The strategies are good, but communication about them could be clearer. Sometimes we're not sure what's available."* This theme highlights the importance of robust communication and consistent execution to ensure employees fully understand and benefit from the motivational initiatives in place.

4.8.1.6 Peer Relationships

Strong peer relationships emerged as a consistent theme, fostering collaboration and teamwork. One respondent shared, *"My colleagues are supportive and make work enjoyable."* This sense of camaraderie is crucial for building a positive workplace culture.

However, a few respondents noted challenges in team dynamics, with one mentioning, *"Sometimes, interpersonal conflicts arise, which can affect team performance."* This feedback underscores the need for conflict resolution mechanisms and team-building initiatives to maintain harmonious workplace relationships.

4.8.1.7 Impact on Employee Performance

The final theme focused on the link between motivation and performance. Respondents overwhelmingly agreed that motivational strategies significantly influenced their output. One employee expressed, *"When I feel motivated, I'm more productive and willing to go the extra*

mile." This theme reinforces the study's premise that effective motivational strategies are directly linked to enhanced performance.

Employees who feel valued and supported are more likely to contribute meaningfully to the organisation's success.

4.9 summary of chapter four

This chapter systematically presented the findings, revealing several critical insights about the workforce at Sesheke Town Council. The demographic analysis illustrated a youthful and relatively skilled workforce, with notable disparities in education and experience levels. Key motivational factors such as competitive salaries, allowances, and training opportunities received mixed reviews, highlighting areas of strength and opportunities for improvement. Statistical analyses confirmed significant correlations between motivational strategies and employee performance, reinforcing the relevance of targeted initiatives in improving job satisfaction and retention. The findings underscored the need for enhanced communication, equitable promotion practices, and consistent implementation of motivational strategies to address unmet employee expectations.

CHAPTER FIVE: DISCUSSION OF FINDINGS

5.1 Introduction

The research, titled *"Analyzing the Impact of Motivational Strategies on Employee Performance at Sesheke Town Council,"* which aims to examine how motivational strategies influence employee performance and their alignment with organisational objectives was findings were presented in chapter four, was discussed at length in this chapter. The study seeks to identify the specific motivational strategies implemented at the Council, assess how these strategies affect employee performance, explore the relationship between motivation and performance, and understand employees' perceptions of their effectiveness. This chapter provides a detailed discussion and interpretation of the findings presented in the previous chapter, with a focus on understanding their implications in the context of motivational strategies and employee performance at Sesheke Town Council. It synthesises the key insights from the data analysis, connecting them to existing literature and the study's objectives. Furthermore, the chapter aims to explore the practical relevance of these findings, identifying areas of strength and opportunities for improvement in the Council's approach to employee motivation. By doing so, it seeks to offer actionable recommendations that align with both organisational goals and employee expectations, thereby fostering a productive and engaged workforce. The discussion will integrate both quantitative and qualitative data. Quantitative data will be analysed statistically, using techniques such as regression and correlation to assess trends and relationships. Qualitative data will be examined through thematic analysis, drawing insights that connect to the study's objectives. This dual approach ensures a comprehensive understanding of the findings, linking them to actionable outcomes.

5.2 Discussion of findings

The findings revealed a youthful workforce at Sesheke Town Council, with a notable proportion of employees under 30 years. This demographic composition suggested the dynamic potential for innovation and energy within the organisation. However, the age structure also presented challenges related to managing younger employees' expectations and career aspirations. Educational qualifications further highlighted a skilled workforce, with the majority holding college or university degrees (Zhao; 2021).

Nonetheless, a small segment possessed only primary education, which potentially created disparities in task performance, particularly for roles requiring advanced technical or analytical skills. This workforce profile was critical for understanding how motivational strategies were tailored to address diverse needs and capabilities. These observations demonstrated the necessity of aligning motivational strategies with the demographic and educational profile of

employees as Gong (2018) describes. Naim (2018) states that younger, educated employees were likely to value opportunities for growth, learning, and recognition, requiring the Council to adopt targeted initiatives to maximise engagement and performance.

The analysis showed a mixed distribution of employment tenure among respondents, with significant proportions having served between four and six years or six and nine years. Meanwhile, a smaller segment consisted of long-term employees with over ten years of service, indicating organisational stability in retaining a core group of experienced staff. Conversely, the presence of newer employees highlighted the need for integration and retention strategies to maintain workforce continuity. Nkansah-Dwamena (2024) states these findings underscore the importance of motivational strategies such as training, mentorship, and clear career progression pathways to support both new and long-serving employees. Kuusisto (2024) concluded that for newer employees, these strategies facilitated smoother onboarding and skill development, while for experienced staff, they ensured sustained engagement and satisfaction, reinforcing their commitment to the organisation. The study highlighted mixed perceptions regarding compensation. While over half of the respondents viewed their salaries and allowances favourably, a significant proportion expressed dissatisfaction. Salaries predominantly ranged between 4,001 and 6,000 Kwacha, with only a small percentage earning above 10,000 Kwacha. These figures suggested moderate compensation levels that may not have fully addressed employees' financial aspirations (Kollman; 2020). Health benefits similarly received divided opinions, with nearly half of the respondents expressing dissatisfaction. These findings emphasised the critical role of competitive financial rewards in motivating employees. Aligning compensation with market standards and enhancing non-monetary benefits such as health coverage could improve overall job satisfaction and performance (Froese; 2019). This aligned with the study's aim to evaluate the impact of motivational strategies, as financial rewards were a fundamental aspect of employee motivation. Please paragraphs

While most employees perceived the work environment positively, a significant minority disagreed, suggesting variations in workplace conditions that may have affected morale and productivity. Similarly, job security was largely viewed favourably, with permanent employment providing a sense of stability for most respondents.

However, contract workers appeared more uncertain, reflecting the challenges of balancing workforce flexibility with the need for long-term security. As Wang (2019) stated in the study ***Job satisfaction among federal employees: The Role of employee interaction with work environment. Public Personnel Management*** these findings highlighted the importance of creating consistent and supportive workplace conditions. A positive work environment and job

security were vital motivators that directly influenced employee performance and satisfaction, reinforcing the need for robust human resource practices at the Council.

The survey indicated strong support for training and skills development initiatives, with the majority acknowledging the Council's commitment to capacity building. This was one of the most positively perceived motivational strategies, highlighting its importance in fostering employee growth and productivity. Kiemer (2018) highlights that this creates the relevance of professional development as a motivational tool, particularly in organisations like Sesheke Town Council, where skill enhancement is critical for addressing operational challenges. It aligned with the study's objectives by illustrating how training opportunities contributed to improved performance and employee retention. The findings showed that the performance appraisal system was viewed positively by most respondents, reflecting its effectiveness in promoting accountability and growth. However, perceptions of promotion prospects were less consistent, with a significant portion of employees expressing dissatisfaction or neutrality. This indicated potential gaps in career advancement opportunities that could have affected morale and retention. Shah (2023) highlighted the need for transparent and merit-based promotion systems. Addressing these gaps could enhance employee motivation and ensure that career progression was perceived as fair and attainable, fostering a culture of performance and loyalty.

The data revealed that while the majority of employees believed the Council implemented motivational strategies effectively, a notable minority remained neutral or disagreed. This suggested potential areas for improvement in communication and execution to ensure that motivational initiatives met employee expectations. Lauria-Gunnink (2024) highlighted the importance of aligning organisational strategies with employee needs. Effective implementation of motivational strategies not only enhanced performance but also strengthened the perception of the Council as a supportive employer. The survey established a clear link between motivational strategies and employee performance, with the majority of respondents affirming this relationship. This reinforced the premise that well-designed motivational initiatives directly contributed to enhanced productivity and engagement. The regression analysis further supported this finding, showing a statistically significant positive correlation between competitive salaries and employment duration.

Quader (2024) states that this evidence demonstrated how motivational strategies impacted employee performance and validated the need for continuous evaluation and refinement to address workforce dynamics and organisational goals.

Finally, the findings indicated strong peer relationships, with most employees reporting positive interactions with colleagues. This fostered a collaborative and supportive work environment that enhanced morale and productivity. Strong peer relationships complemented

organisational strategies by creating a conducive atmosphere for teamwork and collective achievement, further boosting performance (Mobolade; 2021). Despite positive feedback in several areas, challenges such as dissatisfaction with financial rewards, inconsistent perceptions of the work environment, and limited promotion prospects were identified. Addressing these issues was essential for enhancing employee motivation and performance. Ryan and Deci in their work *“Intrinsic and extrinsic motivation from a self-determination theory perspective”* highlight the need for a comprehensive approach to motivational strategies that address both intrinsic and extrinsic factors.

5.3 Chapter Summary

Chapter Five produced the findings to provide an in-depth discussion of their implications for Sesheke Town Council. The discussion revealed a clear alignment between demographic trends and the necessity of tailored motivational strategies, particularly for a youthful and diverse workforce. Financial rewards, while significant motivators, emerged as a source of dissatisfaction for many employees, highlighting the need for competitive salary reviews and improved benefits. Strong support for training and development underscored the Council’s commitment to capacity building, while gaps in promotion opportunities and work environment consistency signalled areas requiring immediate attention. Overall, the chapter demonstrated that well-designed motivational strategies significantly influence employee engagement and productivity, supporting the Council’s goals of fostering a motivated and high-performing workforce.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

The research set out to assess the impact of motivational strategies on employee performance at Sesheke Town Council. Its primary aim was to evaluate how various motivational policies and practices influence employee engagement, satisfaction, and organisational alignment, addressing challenges related to employee retention and performance. Specific objectives included identifying the motivational strategies in use, examining their influence on employee performance, exploring the relationship between motivation and performance, and assessing employee perceptions of these strategies' effectiveness. The study utilised a convergent parallel mixed-method design, blending quantitative and qualitative approaches to achieve a comprehensive analysis. Quantitative data were collected through structured questionnaires distributed to all 200 employees of Sesheke Town Council, achieving a response rate of 93%. Simultaneously, qualitative insights were obtained through in-depth interviews with five key informants, focusing on their perspectives regarding motivational practices and challenges within the Council. This triangulated approach ensured robust data collection, encompassing both statistical trends and nuanced individual experiences. The research was underpinned by Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (e.g., salary and job security) and motivators (e.g., recognition and personal growth). Herzberg's framework effectively guided the study, highlighting areas such as financial rewards and career development as critical for enhancing employee motivation. The findings affirmed the theory's relevance, showing that both intrinsic and extrinsic factors significantly impact job satisfaction and performance. Additionally, Maslow's Hierarchy of Needs and Vroom's Expectancy Theory provided complementary insights into the psychological and outcome-based dimensions of motivation. The objectives of the study were largely achieved. It identified key motivational strategies, such as salary structures, training programmes, and workplace conditions, and evaluated their effects on employee engagement. Regression and correlation analyses confirmed significant links between motivational strategies and performance metrics, such as retention and productivity. However, the findings also revealed areas for improvement, including dissatisfaction with financial incentives and promotion opportunities, which require targeted interventions to align motivational practices with employee expectations.

The research effectively addressed the statement of the problem, demonstrating that well-structured motivational strategies are indispensable for improving employee performance and achieving organisational goals. By providing actionable recommendations, such as enhancing financial rewards and career progression pathways, the study contributes to the broader

discourse on public sector motivation and its role in fostering high-performing workplaces. The conclusion and recommendations of the study offer practical frameworks for policymakers and administrators to optimise human resource management strategies, ensuring sustained organisational success.

6.2 Conclusion

The study on the impact of motivational strategies on employee performance at Sesheke Town Council has yielded several critical insights. The findings confirm a strong link between effective motivational strategies and improved employee performance, emphasising the importance of tailored interventions to address the unique needs of the workforce.

While most employees acknowledged the Council's efforts in implementing motivational strategies, gaps remain, particularly in areas such as financial rewards, career advancement opportunities, and consistent workplace conditions. Dissatisfaction with salaries and allowances, coupled with concerns about the fairness and transparency of promotion processes, emerged as recurring themes. These factors could undermine employee morale and retention if not addressed. On a positive note, training and skill development were identified as the most appreciated motivational strategies, with employees recognising their impact on professional growth and productivity. Additionally, the supportive peer relationships and effective performance appraisal systems contribute positively to the organisational culture, fostering collaboration and accountability. To explore employees' perceptions of the effectiveness of motivational strategies on their performance. This objective was achieved because the majority agreed to say performance is affected by motivational strategies

Assessment on how the current motivational policies Influence Employee Performance and Alignment with Organizational Goals.

Demographically, the workforce is youthful and relatively skilled, with employees predominantly holding college or university qualifications. This composition highlights the potential for innovation and energy but also underscores the necessity of strategies to meet the expectations of a dynamic and ambitious workforce. However, disparities in education and tenure reveal the need for integration and development initiatives that cater to diverse capabilities and experiences.

The statistical analyses reinforced these findings, with a significant correlation between motivational strategies, particularly competitive salaries, and employee retention. This underscores the importance of aligning organisational policies with employee expectations to enhance satisfaction and performance.

6.3 Recommendations

Based on the study's findings, the following recommendations are proposed:

6.3.1 Enhance Financial Rewards (salary increments and notches)

The Council should take a thorough and thoughtful approach to reviewing its compensation structure, ensuring that salaries and allowances are competitive and aligned with current market standards. Once they benchmark against similar organisations and industries, the Council can attract and retain talented professionals while fostering a sense of fairness and value among its workforce. In addition to aligning pay scales, introducing performance-based incentives could serve as a powerful motivator for employees. When individuals see a direct link between their hard work, achievements, and financial rewards, it not only boosts morale but also drives higher levels of productivity and engagement. Such measures would demonstrate the Council's commitment to recognising and rewarding excellence, creating a more satisfied and motivated workforce. Ultimately, a well-structured and fair compensation framework benefits both employees and the organisation by building trust, improving retention rates, and fostering a culture of continuous improvement.

6.3.3 Strengthen Training Programmes (Career development)

The current training initiatives have been positively received, which is a testament to the organisation's commitment to employee development. However, there is significant potential to build on this foundation by diversifying these programmes to include more advanced and role-specific courses targeting on the operational and middle management employees. Offering tailored training that addresses the unique requirements of different roles within the organisation would not only enhance employees' technical capabilities but also empower them to excel in their specific areas of expertise.

In addition to expanding the training curriculum, introducing a structured mentorship programme could bring substantial benefits. Pairing experienced employees with newer staff would create opportunities for valuable knowledge transfer, fostering a culture of learning and collaboration. Mentorship can also guide navigating the organisation, building confidence, and developing skills that are critical for career growth.

6.3.4 Standardise Workplace Conditions

Ensuring consistency in workplace facilities and conditions across all departments is vital for fostering a sense of fairness and equity among employees. When everyone, regardless of their role or location within the organisation, has access to similar resources and a conducive working environment, it helps to eliminate feelings of disparity and promotes unity within the workforce. To achieve this, the organisation should implement regular audits to assess the quality and adequacy of facilities across departments.

These audits can identify gaps or inconsistencies, such as outdated equipment, insufficient workspace, or unequal access to amenities. By addressing these issues promptly, the organisation can demonstrate its commitment to fairness and employee well-being.

Additionally, establishing robust employee feedback mechanisms is equally important. Encouraging staff to share their concerns and suggestions creates a two-way dialogue, ensuring that issues are brought to light and resolved effectively. Employees are more likely to feel valued and respected when they see their input contributing to positive changes. Ultimately, promoting uniformity in workplace conditions, backed by regular assessments and open communication, builds trust and reinforces the organisation's dedication to equity and inclusivity. This not only enhances morale but also improves overall organisational efficiency and cohesion.

6.3.5 Focus on Employee Well-Being (Job satisfaction)

Enhancing health benefits and introducing comprehensive wellness programmes would be a powerful way for the Council to show its genuine commitment to employee welfare. By offering improved healthcare packages, such as broader medical coverage or access to mental health services, employees are likely to feel more supported and valued, which can significantly improve their overall well-being.

In addition to health benefits, introducing wellness initiatives such as fitness programmes, stress management workshops, or regular health check-ups can further promote a healthy work-life balance. These initiatives not only help employees manage their physical and mental health but also signal that the Council prioritises their long-term welfare beyond just their professional contributions. When employees feel cared for and supported, their morale naturally improves, leading to increased engagement and loyalty. A healthier and happier workforce is also more productive, with reduced absenteeism and greater capacity to perform at their best.

6.3.6 Foster Open Communication

Clear and transparent communication about motivational strategies and the opportunities available to employees is essential for fostering a supportive and engaging workplace. It's not enough to have these initiatives in place; employees must be well-informed about how they can benefit from them. Providing detailed information about the purpose, availability, and processes for accessing these initiatives will ensure no one is left in the dark. To achieve this, the organisation should consider holding regular updates through town hall meetings, newsletters, or dedicated communication channels. These updates can highlight new or ongoing initiatives, share success stories from employees who have benefited from them, and reinforce the organisation's commitment to supporting its workforce.

In addition, scheduling engagement sessions, such as interactive workshops or Q&A forums, can give employees the chance to ask questions, offer feedback, and better understand how these strategies align with their professional and personal development goals. This two-way communication fosters a sense of inclusion and ensures that motivational strategies are not just announced but actively integrated into the organisational culture. When employees are kept informed and feel encouraged to take advantage of these initiatives, it boosts their confidence in the organisation and strengthens their overall engagement and morale. This, in turn, creates a more cohesive and motivated workforce, driving long-term success for both the employees and the organisation.

Recruitment of more council workers

There is also need to recruit more council workers so that the issue of shortage of man power at the council is solved. It will enhance productivity at the work place.

6.4 Summary

This chapter summarised the key findings of the study, outlined practical recommendations, and discussed its contribution to understanding motivational strategies and their impact on employee performance. By addressing the identified gaps and leveraging the strengths highlighted, Sesheke Town Council can foster a more motivated and high-performing workforce. These insights provide a valuable framework for other organisations aiming to enhance employee engagement and organisational success.

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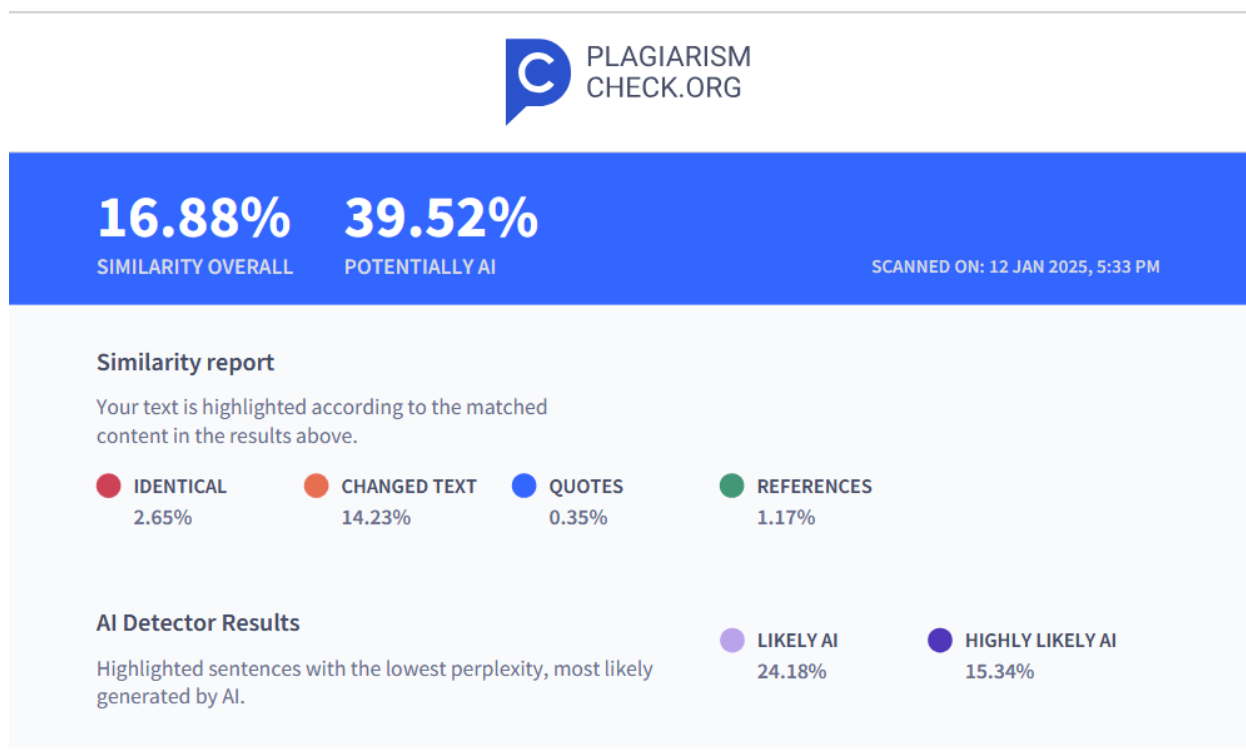
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APPENDIX 1



Report #24401769

School of Postgraduate Studies Analyzing the impact of motivational strategies on employee performance at Sesheke Town Council. A Dissertation Submitted to the School of post graduate studies ,University of Lusaka in Partial Fulfilment for requirement of the program of Masters of Human Resource Management (MAHRM) Student Name: Gerald Shikaaze Student number: 23118264 @2024 Contents ABSTRACT.....
.....5 DEDICATION.....

.....6 DECLARATI

ON.....

... 1 3 5 9 12 14 16 17 18 19 20 24 25 26 27 28 30 31 35 37 43 44 51 58 60 61 62 72 77

79 80 87 89 91 92 99 100 101 105 115 127 143 158 159 167 176 179 180 185 188 228 244 251

297 .7 CHAPTER ONE: INTRODUCTION AND BACKGROUND.

APPENDIX 2

Strictly confidential

Questionnaire

SECTION 1: PERSONAL DETAILS

The following four questions relate to your personal details. Please answer all questions by putting an (X) in the boxes provided. There is no **RIGHT** or **WRONG** answers and your honest, **anonymous** opinion will be appreciated. Kindly take note, that we are merely asking your **PERSONAL VIEWS**.

1. Gender

Male	
Female	

2. Age

Below 30	
Years 30-39	
Years 40-49	
Years 50-59	
Above 60	

3. What is the highest level of your academic qualification?

University	
College	
High School	
Primary School	

4. What is your job group at the Sesheke Town Council (hereafter referred to as the "Council")?

Top Management	
Middle Management	
Junior Management	
Operational Staff	
Other (Specify)	

Section B: Length of service at Sesheke Town Council

5. Duration that you have worked in this organization

Less than 1 year	1-3 years	4-6 years	6-9 years	Above 10 years

6. Salary Range in Kwacha (K)

Below 4,000	4,001-6,000	6,001-8,000	8,001-10,000	Above 10,000

7. Are you a permanent worker or you are on a contract basis?

Permanent and Pensionable	On Contract

8. If your answer to question 7 is contract, how long is the contract?

A. 6 Months () B. 1 Year () C. 3 Years ()

Section C: Financial /Monetary motivational strategies impacting employee's performance at Sesheke Town Council.

Note: You will be required to rate the degree of importance of each statement on a five-point Likert-type scale by ticking the appropriate box (1= strongly disagree, 5= strongly agree)

Key: SD= Strongly Disagree, D= Disagree, N= Neutral, A= Agree, SA= Strongly Agree

S/N	Motivational strategies	SD (1)	D (2)	N (3)	A (4)	SA (5)
9	A good and competitive salary					
10	Attractive allowances and bonuses					
11	Good health benefits and incentives					

Section D: Non-Monetary Motivational strategies impacting employee's performance at Sesheke Town Council.

S/N	Motivational strategies	SD (1)	D (2)	N (3)	A (4)	SA (5)
12	A good work environment					
13	Job security					
14	Opportunities for employee training and skills development					
15	Effective performance appraisal system					
16	Frequent promotion prospects motivate me to work for this organization longer.					
17	Does the organisation implement motivational strategies					
18	Promotions are done on merit					
19	My relationship with my peers is good					

Note: Q13, Job security here is defined as a state where the employer does not terminate employment without following clearly documented procedures.

Section F

20. Does motivational strategies have an impact on your performance?

Yes No

21. Is their relationship between Motivational Strategies and Employee Performance at Sesheke Town Council?

Yes No

22. Do employees perceive motivational strategies to influence performance.

Yes No

23. Does Sesheke Town Council implement motivational strategies?

Yes No

End.

Thank you for your participation

Strictly confidential

Questionnaire

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Other (Specify)	

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Yes No

23. Does Sesheke Town Council implement motivational strategies?

Yes No

End.

Thank you for your participation

Appendix 3: Interview Guide (For Key Informants)

Analyzing the impact of motivational strategies on employee performance at Sesheke Town Council.

1. Does Sesheke Town council implement motivational strategies?
2. How do motivational policies at Sesheke Town Council Influence Employee Performance and Alignment with Organizational Goals.
3. How do you award salary increments at Sesheke Town Council?
4. How often do you meet with your employees to discuss different issues that affect their performance?
5. How do the employees perceive the effectiveness of motivational strategies on their performance.
6. Has there been instances where employees have gone for more than two (2) months without getting paid?
7. Is the appraisal system the same for employees on contracts and those on permanent?
8. Are employees provided with all the information and resources they need to perform their tasks?
9. How do you rate the level of motivation of employees at Sesheke Town Council?