

**THE EFFECTS OF MOTIVATION ON ORGANIZATIONAL PERFORMANCE.
CASE STUDY: MINISTRY OF TELECOMMUNICATION AND POSTAL
SERVICES SOUTHERN SUDAN.**

BY

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**A RESEARCH DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS
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DECLAATION

I, Mr.AGUEK PAUL PANCHOL Reg. No. BHR/16713/71/DF declare that this work is of my own discovery and has not been presented by any other person in any other institution of higher learning or here in Kampala International University for the award of the same certificate of human resource management.

Sign.....

Date.....02/07/2020

Aguek Paul Panchol

APPROVAL

This is to inform you that Aguek Paul Panchol's work has been under my supervision and is right now ready for presentation of the awards of a bachelors of human resource management of Kampala International University.

Supervisor

Mr. Wandiba Augustine.

Sign.....

Date.....03/07/2010.....

DEDICATION

This research work is dedicated to my beloved wife Debora Tholony Guet Garang together with her kids, my father Abraham Aguek Ngong and my Mum Abiei Bariem for their great care and love they have towards me. Parent you are the life I have and I honor you and respect you at the bottom of my heart, soul and every capacity that I have.

ACKNOWLEDGEMENT

My project has taken three months from its inception, thus, there are bound to be a good number of people who have given their hands in terms of funds to facilitate the successful completion of the project. Therefore, the researcher found it important to acknowledge the efforts of those who have helped in achieving this success.

I would like to give my sincere gratitude to people and the organization that have assisted me by offering material and moral support. With great honor I salute my supervisor Mr. Wandiba Augustine of faculty of business and management Kampala International University, for his tireless efforts, by offering me with parental care advice, guidance and training that made me successful in the study.

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Special thanks go to my wife Debora Tholony Guet for her patient with a lot of problem of bringing up the kids alone with no help from me. I am thinking dear on what to provide in return but God's blessing is the only what I can offer you by praying to God to keep you alive to your old age.

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ABSTRACT

An investigation on the effects of motivation on organizational performance in the ministry of telecommunication and postal services in southern Sudan.

The study was designed as a case study of the ministry of telecommunication and postal services in Southern Sudan and the total of the respondents of 30 were involved in the exercise or the study. The respondents included; top management, middle management, line management and the subordinates in general.

The objectives of the study included the following; first objective was to examine the effects of motivation on organizational performance, the second one was to establish the forms of motivation used in the ministry and the third one was to investigate the challenges of motivation faced in the ministry.

The analysis of the study included both the quantitative and qualitative techniques. The tools used for collecting the data were interviews and the questionnaires.

The findings revealed that the effects of motivation increased the level of employee commitment towards their jobs, high productivity. Sound mind employee-employer relationship and the reduction on labor turnover among others.

The findings from the study indicated that the forms which were used in the ministry were supported by the majority of the employees being represented by 93% of the total. They backed up the extrinsic motivational form as good to be practiced in the ministry. They said that extrinsic motivation is direct to help an individual when in need.

The study further discovered that the major challenges of motivation in the ministry that employee faced were; favoritism, racism based on ethnic background, corruption, consanguinity or bloody relationship and lack of consideration on diverse or variation in need in the ministry instead some benefits were channeled to those who do not deserve to have them among others.

The conclusion of the study indicated that there were many factors that were responsible for hindering the effectiveness in organizational performance. It was deduced that since motivation is a road map to the success of the organization, the ministry should incorporate motivation as the major tool to be used so that the workers exert their optimal efforts to and reduce on labor turnover as well as absenteeism and maximizes on performance.

The following recommendations were made; introduction of clear policies, rules and regulations that would guide the operations in the ministry, provision of training package so that the providers should know what they are supposed to do and how they are supposed to deal with it.

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

Motivation is a stimulant that induces an individual to act in a certain way. This will lead to the question of how does motivation occur. How is it related to performance? Management scholars have developed number of theories that will help us understand what exactly motivate employees at work place. Among those many theories the researcher has chosen the expectancy theory of motivation to guide the study by Victor Vroom (1960).

The study on the effects of motivation on organizational performance will be guided by expectancy theory of motivation. The expectancy theory of motivation was propounded by the Victor Vroom in (1960) and it basically indicated that an individual's behavior is formed not only on objectives reality but on his or her perceptions of that reality. Cole (2004).

The core of the theory relates to how a person perceives the relationship between three things, effort-performance and rewards Vroom focused on the factors especially on the factors involved in stimulating an individual to put effort into something since this is the basis of motivation. He put forth these three factors in which each based on the individual's personal perception of the situation.

Kathryn (1994) defined motivation as the force that energizes behavior, gives direction to behavior, and underlies the tendency to persist. She added that motivation is an internal force, we cannot measure the motivation of others directly as an alternative, and we typically infer whether or not other individuals are motivated by watching their behavior. Working condition can affects employees' performance. Numerous interruption, extra assignments or cramped office space may negatively influence performance on the other hand, a quite place to work may infer a positive effects on the project performance thus, actual performance is likely to be a function of ability motivation and working condition as explained as a result, it is important that managers hire individuals who have the ability to do what is required. Then, the

management challenge is providing working condition that nurture and support individual motivation to work towards organizational goals.

Motivation thus, is all-encompassing and powerful. For business, it is either a stimulant for change or a define barrier to change. For, workers, it is either the stick together that bonds people to an organization or what drive them away from the organization.

According to Tersry (2002). Motivation is a predisposition to act in a specific goal directed manner. It is a state of an individual's perspective which represents the strength of his or her propensity to exert effort towards some particular behavior. It is refers to goal directed behavior. Goal directed behavior is characterized by the process of selecting and directing certain actions among voluntarily activities to achieve goals. Motivations are expressions of a person needs. Hence they are personal and internal. An internal needs energizes the and activates human behavior. The drive is the inner force that propels behavior in a specific direction.

Motivation was clearly defined by Koonzt (1998) to separate it from the satisfaction as the drive and effort to satisfy some needs whereas satisfaction is the contentment experienced when a need has been met. Motivation implies that a drive towards an outcome and satisfaction is the outcome itself which is already experienced. Both concepts lead to employees' retention in the organization.

Cole (2004) Motivation is the term used to describe those processes, both intrinsic and rational, by which people seek to satisfy the basics drives, perceived needs and personal goals, which trigger human behavior. The challenge of motivation is always a big deal to the organizations that want to prosper and remain in the business. This is because different individuals have differing taste and preferences that are determine by the status or positions existing in the firm.

Fandt (2001) defined motivation as the forces and expenditure of effort acting on or within a person that cause that person to behave in a specific, goal directed manner. It is a physical gives behavior purpose and direction. Performance is related to motivation in that an individual must first of all have a drive that pushes him or her to

perform certain task. Besides this an individual should have an ability to perform then, the outcome can simply be experiences

According Armstrong (2006) Performance is often defined simply in output terms, the achievement of qualified objectives. Performance is a matter is not only of what people achieve but how they achieve it. The oxford dictionary confirms this by including the phrase carrying out in it definition of performance. The accomplishment, execution, carrying out, working out of anything ordered or undertaken. High performance result from appropriate behavior, especially discretionary behavior and the effective use of the required knowledge, skills and competences.

Brumbuch (1988) put it that performance means behavior and results. Behavior emanates from the performer and transforms performance from abstraction to action. Not just the instrument for results, behavior is also outcomes in their own right – the product of mental and physical effort to tasks – and can be judged apart from results.

Maicibi (2007) put it that leads to the conclusion that when managing performance both inputs and outputs need to be considered. It is not simply a question of considering the achievement of target as use to happen in management by objectives' schemes.

Performance is about upholding the values of organization. This is an aspect of behavior but it focuses on what people do to realize core values such as concern for quality, concern for people, concern for equal opportunity and operating ethically.

Managers in this manner are faced with the changing environment which will always force them to adjust to those changes by providing different provisions to meet all the needs of individual; therefore, the purpose of this study is to establish a better way of motivating employees so that they always remain committed to their work in the organization. The study engages to reveal the level of employee's performance that is prevalent within the ministry.

The purpose as to why the researcher had adapted the theory was that, employees are suppose to be induced to the utmost so that they should be able to unlock or put in their extra-ordinary efforts into work knowing that at the end, they will be rewarded

either intrinsically or extrinsically and this will lead to the realization of high performance and the maximum commitment of employees in the organization. And this can be done via effective communication, rewards and health and safety of the employees in the ministry which always minimizes the rate of labor turn over, enhances the rate of employees' satisfaction and help in achieving the optimal level of performance in the ministry.

1.1 The statement of the problem.

Motivating other people is about getting people to move in the direction you want them to go and is one of the best ways of winning their commitment and encouragement to achieve organizational goals effectively and productively Armstrong (2006). This can be done through the provision of both intrinsic and extrinsic rewards. This can be manifested clearly by wages and salary, incentives, fringe benefits, bonuses, promotion, good working environment, recognition and responsibility. The ministry of telecommunication and postal services does not pay full attention on the reason why its employees are not performing despite the various motivating factors that the ministry provides to its working staff, performance rates of employee are still wanting. It is unfortunate that in spite of this prevailing condition in the ministry, there is no detailed research which has ever been conducted to find out the cause behind this situation, content which forced the researcher to conduct the study aiming at finding out the causes behind this circumstance in the ministry.

1.2 The purpose of the study.

The purpose of this study was to establish the relationship between motivation and organizational performance.

1.3 Specific objectives of the study.

- (i) To examines the effects of motivation on organization performance in the Ministry of telecommunication and postal services.
- (ii) To establish the forms of motivation used in the Ministry of telecommunication and postal services.

(iii) To investigate the challenges of motivation faced in the Ministry of telecommunication and postal service.

1.4 Research questions of the study.

The study was designed to answer the following questions:

(i) What are the effects of motivation on organizational performance in the ministry of telecommunication and postal services?

(ii) What are the forms of motivation used in the ministry of telecommunication and postal services?

(iii) What are the challenges of motivation faced in the ministry of telecommunication and postal services?

1.5 Scope of the study.

Content scope

The study was on the effects of motivation on organizational performance in the ministry of telecommunication and postal services Juba south Sudan. The study was restricted to motivation and organizational performance.

Geographical scope

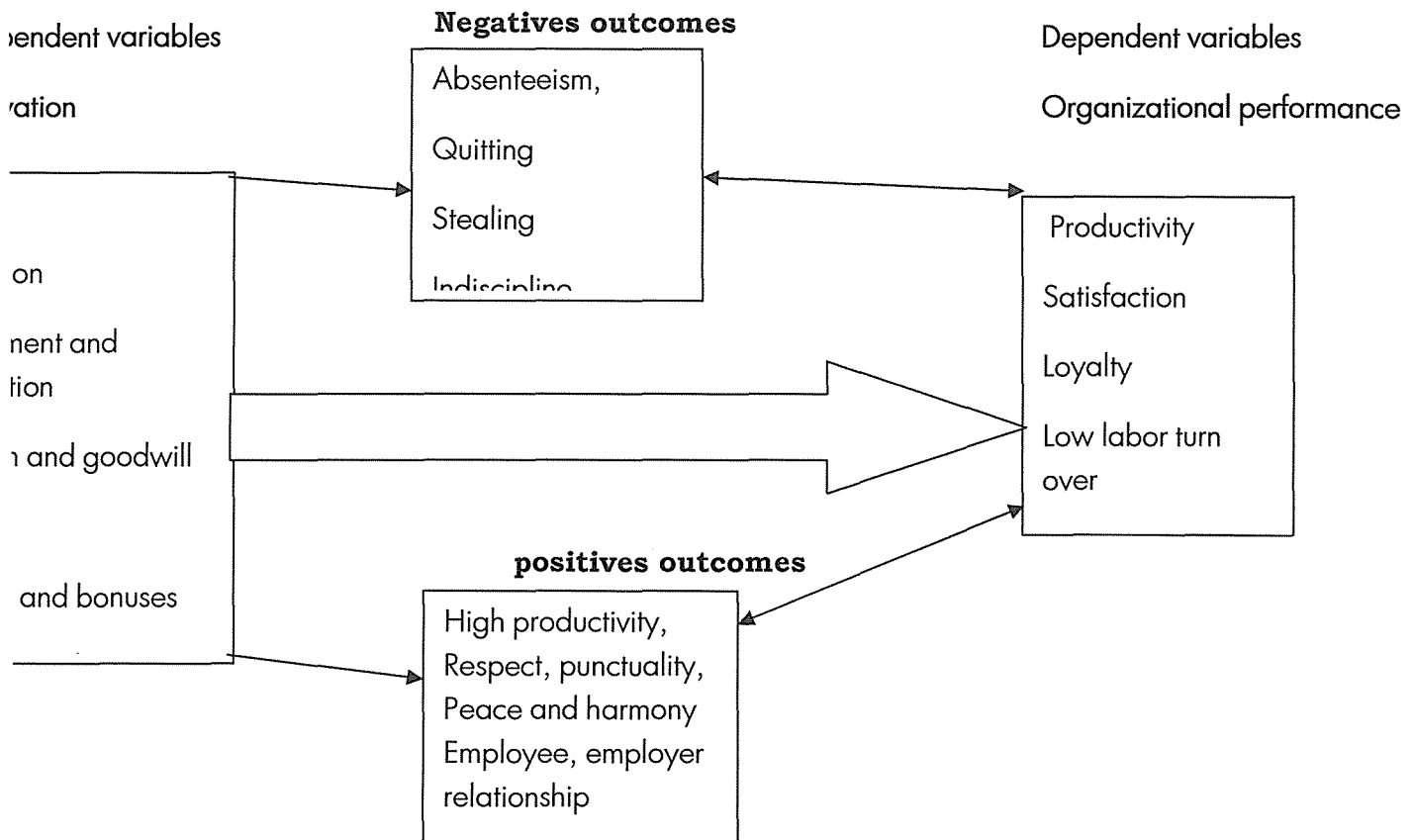
The study was conducted at the ministry of telecommunication and postal services in Juba Southern Sudan.

1.6 Significant of the study.

The study may be of importance to the ministry's management in promoting motivation. The study acted as a secondary material for study research to those who may be interested in motivation in both private and public sectors.

The study was carried out to fulfill the requirement for the awards of university degree.

2.2 Conceptual frame work.



Source: Adapted and modified from the book of Woodman (2001)

Woodman et al (2001) identified model of motivation that he believes to be rooted in the culture. He argued that everyone has three particularly important needs: Achievement, affiliation, and power. Thus, Woodman indicated that whenever an employee is motivated intrinsically through his or her achievement, promotion, recognition and appreciation he or she would exert extra ordinary efforts so as to achieve the goals of the organization. This can be realized in an employee satisfaction which can be seen as a result of production; employees' loyalty and the low labor turn over in the firm. But when they are not fully intrinsically motivated they would not work to the expectation. Extrinsic motivation is that motivation being acquired from external environment in which employees get happy when paid well, bonuses, incentives, wages and allowances provision that trigger employee's satisfaction. Such rewards result into either of the two, positive and negative outcomes for instance; negatives result can be quitting, absenteeism, stealing and indiscipline this happen when the

employees see that their efforts is not recognized and they are being exploited by the firm. Positives outcomes can be realized through, high productivity, respect, punctuality, employee employer relationship an peace and harmony in the firm. Woodman (2001)

2.3 Related literature.

2.3.1 Effects of motivation.

Henson believes that employees should take charge and be responsible for the high level of performance without hierarchy of supervisors and managers standing over them. The performance by employees at any firm is based on the firms' offering a system in which they receive rewards that they genuinely want and value. The work motives and ability of employees affects their productivity and the quality of their work. Organizations always channel the employee's motivation towards achieving organizational goals results in positive outcome. At first glance, it may not be clear why employees are motivated to be such high performers. However, when we examines the elements of motivation and the relationship between motivation and performance, you will have a better understanding and appreciation of the challenges involved in this process. Fandt etl (2001).

The inducement of people to work is the soul of the organization to achieve the organization goals and motivation is one of the methods to induce the people at work. The expected result from motivation is: best utilization of resources possible, willingness to work, physically and mentally is induced. Reduction in labor problems, sizable increase in production and productivity, based cooperation of employees and employers, improvement upon skills and knowledge, acceptance of organizational change, better image as good employer.

Motivation as a concept represents a highly complex phenomenon that affects and is affected by multitudes factors in the organizational milieu. Yet another reason why increasing is paid towards motivation can be found in the present and future technology required for production. For example, motivated employees are always looking for better ways to do their jobs. When people actively seek that new ways of

doing things, they usually find them. It is the responsibility of the manager to allow the employees look for better ways for doing their jobs.

Every human action is the result of need or desire. One experiences a sort of mental discomfort as long as that need remains unsatisfied him. What causes the need is the stimulus and what causes an action is the desire. Thus, the role of the manager is to create the stimulus that causes so need which initiates actions that lead to satisfaction.

Motivation is derived from the word motive. A motive is an inner state that energizes, activates or moves and directs or channels behavior towards goals. Motivation is a move towards a goals directed pattern. Motivation represents an unsatisfied need which creates a state of tension or disequilibrium causing the individual to move in a goal directed pattern towards restoring a state of equilibrium satisfying the needs. According to encyclopedia of management, motivation refers to degree of readiness of an organization to pursue some designated goals and implies the determination of the nature and locus of the forces, including the degree of readiness.

Rao (2007) put it that motivation is a process that starts from with a physiological or psychological deficiency or need that activates behavior or a drive that is aimed at a goal or incentives. The meaning of motivation lies on relationship among needs, drives, and incentives.

Chuck Wiliam (2003) put it that whenever an employees are unsatisfied in what they are doing or getting, they would be forced by tension that would energize their feelings to take an action through their effort s and their ability to fulfill the job which can later result into performance. Chuck added that it is the performance which will determine what an individual will get that will touch them to either intrinsically motivated or extrinsically motivated. This is because the work done is attached with benefits and it is the benefits which can make one feel in a certain way.

2.3.2 Forms of motivation.

Motivation at work takes place in two ways. First people can motivate themselves by seeking, findings, and carrying out work that satisfies their needs or least leads to them to expect that their goals will be achieved. Secondly, people can be motivated by management through such methods as pay, promotion, and praise.

These forms can be non- financial and financial rewards. It is very important from the management point of view to decide whether the organization should provide non-financial and financial incentives. Some people advocate for financial incentives but it is not a prudent step at the side of management to provide only the financial incentives. Non- financial incentives too stimulate the instinct of man to work hard. The management now provides both types of incentives financial and non- financial incentives to improve the efficiency of the worker. Some time a worker desire mental satisfaction to get him driven to better work. It satisfies his ego. Thus, financial and non- financial incentives are all essential to engage him fruitfully to the work. It also important here that the management should not be biased in giving incentives. There must be some norms for awarding financial and non financial incentives and such incentives should be given to all who fits in the norms of the company.

Intrinsic motivation: non- financial or non-monetary incentives include all other influences, unplanned or planned, which stimulate exertion. Merely cash incentive cannot help in solving the problems of industrial productivity. In order to infuse the enthusiasm in a worker for greater and better work, non- monetary incentives has a distinct and significant roles.

If the incentives are provided in other than cash forms, it may stimulate the him to work and may lead him to some productive result. For example, suppose the organization declare that the worker who will work to the utmost satisfaction of his boss will be awarded the honor of best in the concern and the next promotion will depend upon this recognition. It will naturally induce the man to work harder to the satisfaction of his boss to get promotion. Thus, the effort of the man will benefit both the employer and the employee.

Such non- financial incentives includes, job security, recognition, participation in management, a sincere interest in the subordinates, pride in the jobs, delegation of authority and responsibility, promotion, training facilities, labor welfare and social security measure.Varma (1997). Rewards that are related to our own internal experiences with successful performance such as feelings of achievement, challenges, and growth are known as intrinsic rewards. Considering the possible outcome, both negative and positive, we form an assessment of the probability of our performance leading to desire outcome. If the expectancy will contribute to motivation. If the assessment is low, the expectancy could have a detrimental effect on our willingness to perform a high level. The self generated factors that influence people to behave in a particular way or to move in a particular direction. These factors includes responsibility for example when an employee is given that chance to do as he or knows it would motivate him or her to the maximum and thus result optimal exertion of efforts, feelings that the work is important and having control over one's own resources, autonomy freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement. The intrinsic motivators which are concerned with the quality of working life are likely to have a deeper and longer- term effect because they are inherent in individuals and not imposed from outside Armstrong (2006) non- monetary incentive satisfy the ego of a man. Positive motivation seeks to create an optimistic atmosphere in the enterprise. Non- monetary incentive satisfies the ego of a man. Positive motivation seeks to create an optimistic atmosphere bin the enterprise. Individual who possess a strong power motive take action that affects the behaviors of others and has a strong emotional appeal. These individuals are concerned with providing status rewards to their followers. Individuals who have a strong affiliation motive tend to establish, maintain, and restore close personal relationship with others. Individual who have a strong achievement motive compete against some standards of excellence or unique combination against which they judged their behavior and achievements. He together with his associate had studied achievement motivation extensively, especially with regard to entrepreneurship. His achievement motivation model states that people are motivated according to the strength of their desire either to perform in term of

standard of excellence or to succeed in competitive situations. According to him all people believes that they have an achievement motive.

According to Vroom (1960) the expectancy theory holds that individuals know what they desire from work. They choose activities only after they decide that the activities will satisfy their needs. An individual must believe that effort extended will lead to some desire level of performance and that this level of performance will lead to desired rewards. Otherwise the individual won't be motivated to expend the effort necessary to perform at the desired level. The equity model focuses on the individual perception of how fairly he or she is treated in comparison with others in similar situations. To make this judgment, an individual compares his or her inputs and outcomes with those of relevant. If equity exists, the person may not be motivated to act but if there exist inequities, then, the person may engage in any one of six behaviors to reduce these inequities. Both procedural justice and organizational citizenship behaviors are based on the equity model and have insignificant implications for employees' perception equity.

Extrinsic motivation: According to Terry (2002) in any given situation there may be many potential rewards associated with performance. Rewards that are provided by others such as bonuses, awards or promotion are known as extrinsic rewards in addition to monetary. There are many types known as monetary rewards that managers can provide to enhance motivation. But inducing an employee to accept to work to the expectation need a lot to be done because motivation is a driving force that pushes the employees to do what they would otherwise have not done.

Varma (1997) put it that financial incentives means to induce the workers to work hard by offering the rewards for extra work in term of money. It is only by virtue of monetary incentives that the workers can satisfy their fundamental requirements of food, clothing and shelter according to his sweet will. Cash provides workers a sense of security in them. A financial incentive is more important than non financial incentives. Ordinarily financial incentives include any form of wage, bonus, salary, premium, prize or return on investments. Financial incentives may be positives or negative. If the worker is induced to do the work against money rewards, it is a positives incentive such as production or efficiency bonus given to a work for higher production. He may

be abstained from doing an act and offered cash incentive for not doing the work is negative incentive such as financial incentives may be given or reducing absenteeism or minimizing the wastages of time, labor material and machines. Financial incentive can be given to individual or group.

What is done to people or for people to motivate them? This includes rewards such as increase pay, praise, or promotion and punishment such as disciplinary action, withholding pay or criticism. Extrinsic motivators can have immediate and powerful effects, but will not necessarily long last. Positive motivation: People are said to be motivated positively when they are shown a rewards and the way to achieve it. Such rewards may be financial. Monetary may include different incentive wages plan, productive bonuses scheme. Such rewards may be financial. Monetary incentives provide worker a better stand of life. Positive motivation seeks to create an optimistic atmosphere in the enterprise.

One can get the desired work done. In this method, of motivation fear of consequences of doing something or not doing it keeps the worker in the desired direction. This method has got several limitations. Fear creates frustration, hostile states of mind an unfavorable attitude towards the job which hinders efficiency Negative motivation by installing fear in the minds of people, and productivity. According to Snell (2001), extrinsically and intrinsically. Extrinsic and intrinsic motivation includes, pays company stock, benefits and promotion are used to motivate people to perform their tasks. He put it that managers can motivate their employees by asking them what their need are, satisfying lower level need first expecting people's need to change and satisfying high order need through intrinsic rewards lead to high performance in the organization . A time- tested adage that the interest of employees and organization naturally diverge. People may intentionally and unintentionally pursue outcome that are beneficial to them but not necessarily to the organization as a whole. A corollary of this idea is that things tend to go more smoothly when there is some way to align employee's performance to organizational goals. When rewards are connected to performance, employees will naturally pursue outcome that are mutually beneficial to themselves and organization. Performance based rewards ensure that employees share in the gain that result from any performance environment. Positive motivation

induces employees to do their work in the best possible manner to achieve the objectives of organization. It provides rewards and facilities- financial or non-financial for better performance. This includes incentives, wages plans, productive bonuses and promotion praises. The dependent variable organizational performance which is the large measure of the success the organization driven from the properly management of people that can be achieve through intrinsic and extrinsic rewards gain from fulfillment of a high level of personnel need such as self esteem and personal growth. Cole (2004).

2.3.3 Challenges of motivation.

According to Varma (1997). Put it that challenge is a state at which a manager is forced to thoroughly scrutinize the needs from various individual so as to come up with a good solution for her or his workers' needs rather than just rush and give any motivation of any sort to the employees. This is because needs vary from situation to situation, region to region and the nation to nation due to the variables of the circumstances. Need is refers to as the condition requiring supply or relief the lack of anything requisite, desired or useful.

Human needs are in this manner becoming complex to be handled because they fall under differing dimensions namely; innate, basic, and physiological or primary needs and social, psychological secondary needs.

Innate, basic or primary needs; are important and necessary for survival of man. These are physiological needs and are universal which cannot be ignored though their intensity may differ. Some of such needs are food, shelter, water, sleeping and sex. Thus, a manager would find it difficult for him or her to draw up an avenue on how to deal with these diversities. In this manner, a manager will be required to examines and determine all the factors that are entails in the jobs, environment and the attitudes of all employees so that the manager would come up with a scrutinized results that may meet every one needs but it is hard for an organization to fulfill the needs of its workers.

Secondary or acquired needs: these needs are related to mind and spirit. These needs develop as one motive or get education. These are of two types social and egoistic

needs relate to the ego of the Individual both needs are to be satisfied so that the employees exert their optimal effort to achieve organizational goals. This should be given to the workers basing on their differing needs because needs are diverse due to the factors involve such as position, level of education and the like. Varma clearly put it that why people work is the problem that the manager should know before planning the motivation package. There are certain motives of the worker that induce them to work and perform their behavior. These motives are invariables known as needs and wan. He also presented the motivational challenges; motive can only be inferred, needs are dynamics, and there are considerable differences in people's motivations. They managed to analyze through some models of motivations. According to Maslow's hierarchy of needs undergo fives stages in which when the other level starting from the lower level to the highest is satisfied then, the movement goes to the next level.

It should be noted that both primary and secondary needs exist in the person same person at the same time and it is very difficult to differentiate between among the various needs. Thus, motivation of workers concerned with satisfaction of various needs. The manager should study and try to understand the various needs and give them an order so as to take the necessary action to satisfy them in order to motivate the workers to achieve the organizational goals.

According to Terry (2002) in any given situation there may be many potential rewards associated with performance. Rewards that are provided by others such as bonuses, awards or promotion are known as extrinsic rewards in addition to monetary. There are many types known as monetary rewards that managers can provide to enhance motivation. But inducing an employee to accept to work to the expectation need a lot to be done because motivation is a driving force that pushes the employees to do what they would otherwise have not done. In the other hand, rewards that are related to our own internal experiences with successful performance such as feelings of achievement, challenges, and growth are known as intrinsic rewards. Considering the possible outcome, both negative and positive, we form an assessment of the probability of our performance leading to desire outcome.

Bartol (1998) put it that both extrinsic and intrinsic rewards motivate employees at a diverse arena. Those one in the high level of the hierarchy would be motivated via recognition, appreciation and achievement of a challenging tasks. He put forth that extrinsic rewards which includes, pay, company stocks, benefits and promotion are used to motivate people to join organization and attend and perform their jobs. The basic model of motivation suggest that managers can motivate employees by asking them what their needs are, satisfying lower level needs first, expecting people's needs to change, and satisfying higher order needs through intrinsic rewards aim at meeting the needs of both the organization and its stakeholders.

CHAPTER THREE

METHODOLOGY

3.0 Introductions

This chapter gives a description of how a data was collected and analyzed; it focused on general research design, the sample design, and the sample size, methods of data collection, data analysis, and problems that derailed data collection in the field.

3.1 Research design

The researcher chose a case study designed because of its flexibility and compatibility with all data collection methods. Secondly, a case study design was also used because it makes it easier for the researcher to analyzed the subject under investigation in detail and lastly but not least, a case study design gave a clear picture of the subject investigated.

In view of the above, the researcher adopted mainly the qualitative methods of data collection and analysis. In order to ensure the findings correctly from the qualitative methods and for clarity purposes, the researcher used quantitative methods.

3.2 Area of the study

The study was conducted at the ministry of telecommunication and postal services South Sudan. The study area was preferred by the researcher because the ministry is nearer to the site that the researcher is putting up.

3.3 Study population

The target population of the study was for all employees and management of ministry of telecommunication and postal services. Considering time, the researcher should used a sample size of (30) respondents.

3.4 sample selection and size

In selecting the sample, the researcher used stratified random sampling. The strata was categorized into two strata and these composed of managers and subordinates of the ministry of telecommunication and postal services. Given the types of information needed, the researcher should select respondents basing on expertise. These included; top management, middle management and lower management such as supervisors who would provide relevant information on organizational performance towards motivation. The study should cover all the employees irrespective of their sex, religion, age and tribes.

3.5 Methods of data collection.

The above research incorporated the use of various methods in the process of data collection in a bid to come up with credible research findings. The researcher therefore would blend the used of interviews, questionnaires and observations in the process of collecting primary data.

3.5.1 Interviews

Using this method, it consisted of both structured and unstructured. Structured interviews helped in collecting the qualitative data to hold interviews with cross-section employees of ministry of telecommunication and postal services and unstructured helped in collecting quantitative data.

3.5.2 Questionnaires

It comprised of both open ended and close ended questions. Open ended questions helped the researcher to get more information by allowing the respondent to explain more of their opinion about the phenomena in the questions. This enables the researcher on qualitative research. Close ended questions required respondent to provide specific answers.

The respondents were grouped into two different strata of management and employees. With management staff who may not time for an appointment, email questionnaires would be sent to them which were expected to be filled.

3.6 Data Analysis and presentation

After collecting all the necessary data, these data was coded and edited, analyzed and rephrased to eliminate errors and ensure consistency. It involved categorizing, discussing, classifying, and summarizing of the response to each question encoding frames, basing on the various responses. This is intended to ease tabulation work. It also helped to remove unwanted responses which are considered insignificants. Answers given in the questionnaires were classified into meaningful categories. This enabled the researcher to bring out essential patterns from data that would organize the presentation. Some data was tabulated from which the final research report was drafted. This was done using graphs and frequency distribution tables.

3.7 Ethical consideration

An introductory letter from the University should be obtained first to avoid inconveniences and misunderstanding about the purpose. The information collected shall be kept confidential and used only for academic purposes.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF RESEARCH FINDINGS.

4.0 REVIEW

This chapter presents and interprets the findings of the study carried out on the effects of motivation on organizational performance in the ministry of telecommunication and postal services Southern Sudan. The chapter basically focused on the effects of motivation on organizational performance, the forms of motivation used and the challenges of motivation faced in the ministry of telecommunication and postal services Southern Sudan.

The effects of motivation on organizational performance

In the ministry of telecommunication and postal services, there are several effects of motivation includes; commitment of employees to their jobs, reduction on labor turn over, high productivity, and employee relations.

4.1 Table showing the effects of motivation on organizational performance.

Effects of motivation on performance	Frequency (Fo)	Percentage (%)
Commitment	12	40
Productivity	8	26.7
Reduction on labor turn over	7	23.3
Employee relations	3	10
Total	30	100

Source: Primary data from the field.

Table 4.1 above revealed that 12 or (40%) of the respondents were of the view that motivation leads to improved employees commitment at work, 8 or (26.7%) of the respondents reported it that motivation leads to high productivity, 7 or (23.3%) supported reduction in labor turn over whereas 3 or (10%) of the respondents said that sound employee relations in the ministry of telecommunication company is attributed to motivation or services offered by the company.

It can therefore be deduced that performance at work cannot be realized once employees are not motivated. This is due to the facts that motivation generates employees commitment, high productivity, employee relations, and reduction in labor turn over which are all key catalyst behind increase employees performance at work. From the table 4.1 above, respondents clearly put it forwards that there exist a strong effects that motivation creates between the management and the subordinates as manifested in the table above by the 12 or (40%) of the respondents who were interviewed. However, 8 or (26.7%) of the respondents refuted the statement by arguing that some times motivation acts as the barrier behind the linkage between management and subordinates. The majority of the respondents perharp 12 Or (40%) who said that motivation affects performance backed their stand by arguing that motivation creates a sense of belongingness, morale of employees, employee relations, high productivity, loyalty towards the organizations, effectives communication and reduction on labor turn over mention but a few. Whereas those who refuted the statement supported their view by saying that motivation services and benefits especially promotion and company vehicles are administerd basing on seniority instead of performance, corruption in form of technical know who instead of know how, tribalism, racism and ethnic background

Though motivation breached the gap between management and subordinates, it had been found out that if not practiced in unprofessional manner or way, it can again break the linkage between management and the subordinates. supported by a Micheal Arstron (2006) it is only likely when a clear percieved and usable relationship exist and between performance and outcome, is eesn as a mean of satisfying needs.

The responses on the effects of motivation on performance can also be presented on the pie chart as shown below.

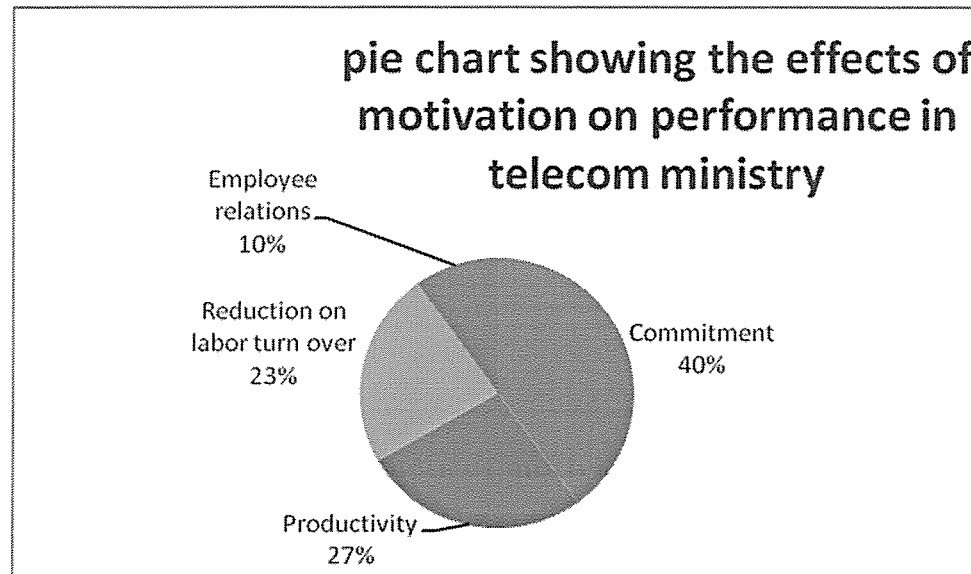


Figure 4.1 effects of motivation on performance.

Furthermore, the informations were also got from the interviewing the respondents on the effects of motivation on organizational performance. The findings indicated that motivation has a lot of effects on organizational performance in that employees wanted to be given motivational services so that they pay back an organization in return.

The respondents were asked this question which said that do you belief employess will be dissatisfied by lack of motivation? The following responses were trapped from the respondents as shown in the table below.4.1.1 table showing the effects of lack of motivation in the ministry of telecommunication and postal services.

Responses	Frequency (Fo)	Percentage %
Yes	20	66.7
No	10	33.3
Total	30	100

Source: questionnaires output.

Table 4.3 above indicated that 20 or(66.7%) of the respondents reported that lack of motivation leads to or compromises performance, productivity, commitment, absenteeism, and late coming to work and the like. Whereas 10 Or (33.3%) of the respondents reported that lack of motivation does not necessarily result in a reduction in performance. The reason they gavewhen the researcher was interacting with them were salary oriented.

It is on this note that one respondent had to say this “ we have been seeing the manging director delaying our salaries to the extent that some of us still have arears debts but we have not deteriorated sin our performance, this therefore, indicated that motivation had nothing to do with performance”.

It can therefore be deduced or asserted that, though motivation is a road map to performance, some employees do not entirely support it instead, they attribute performance to the other factors such as experience, skills, knowledge and abilities.

**pie chart presenting the impacts of
lack of motivation in the ministry of
telecom.**

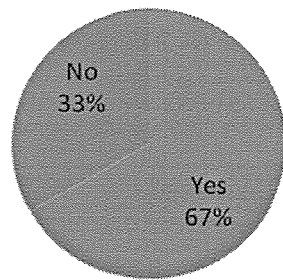


Figure: 4.1.1 on lack of motivation.

Furthermore, the interview was conducted and the following informations were got from the respondents one of the respondedents had to say this " our ministry is good at proposing programme of motivation that can not be implemeted due to may be their reluctant which had affected the performance in the ministry thus, could qualify the motivation to be a tool that triggerd employee to work to the maximum".

Forms of motivations are extrinsic and intrinsic motivation. The following question was asked from the respondents that what forms of motivation are used in the ministry? The following answers were got as presented on the diagram below.

The second objective of the study is to establish the forms of motivation used in the ministry and the question was asked that what are the forms of motivation used in the organization and the following responses from the respondents were capured as presented in the diagram below.

4.2 Table showing the forms of motivativation used in the ministry of telecommunication and postal services.

Responses	Frequency (Fo)	Percentage (%)
Extrinsic	28	93.3
Intrinsic	2	6.7
Total	30	100

Source: Primary data from the field.

Table 4.4 above had indicated or shown that 28 or (93.3%) of the respondents reported that in the ministry of telecommunication and postal services mostly used the extrinsic form of motivation which is basically being considered by majority of employees of the organization to be more important. They put it that extrinsic form of motivation is quite good because it directly help one to solve his or her own problem amicably when one got sick he or she can used money for treatement by mean of cash. motivation entirely triggered the employees of higher clibre to exert their efforts when they are appreciaetd or recognized by what they did to the organization. Whereas 2 representing (6.7%) of the respondents supported the intrinsic form of motivation by refuting the statement or arguing that some times employees can not get motivated out of monetary terms alone instead they got motivated through the achievement, recognition, promotion, delegation and empowerment, letter of appreciation and participation in decision amking forum.

pie chart showing forms of
motivation in the ministry of
telecom.

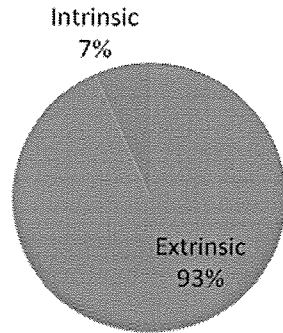


Figure: 4.4 on forms of motivation.

Moreover, the respondents were also interviewed on the forms of motivation that are used in the ministry and the findings indicated that majority of the respondents opted for the extrinsic motivation being represented by 93%. They argued that extrinsic motivation is quite prompt and quick to the needs unlike the intrinsic which does not promptly help someone who is in dire need at present.

The last objective of the study is to investigate the challenges of motivation that are faced in the ministry and the question followed saying that what are the challenges of motivation faced in the ministry when providing motivation? The following responses from the respondents were captured as presented on the table below.

4.3 (a) Table showing the challenge of motivation in the ministry of telecommunication and postal services

Responses	Frequency (Fo)	Percentage (%)
Variation in needs	10	33.3
Delayment in pay	8	26.7
Corruption	7	23.3
Favoritism	5	16.7
Total	30	100

Source: Primary data from the field.

Table 4.5 above, indicate that 10 or (33.3%) of the respondents reported that due to the variation in need made hard for the management to provide or allocated motivation to the employees so that they kick on their jobs. This is due to the facts that there exist a variation in need due to differing circumstances available from time to time and region to region, 8 or (26.7%) of the respondents put it clear that the only challenge they faced is the delayment of pay by management. They said that management used to pay them lately especially the salary is being paid late in the next month in the middle of that month, 7 or (23.3%) of the respondents reported the case of corruption being practiced in the ministry especially in form of promotion based on consanguinity or bloody relationship which can later blocked the achievement of the organizational target, and 5 or (16.7) of the respondents indicated that there exist favoritism in the ministry in which some of the employees who are related to the top most figures in the ministry are being favored when the tasks were to be allocated.

It can therefore be deduced that motivation cut across the organization either horizontally or diagonally so that all employees in the organization would benefit either intrinsically or extrinsically without leaving any one out. It can be a big challenge when the management practiced motivation in its own way in a manner that favors some workers forgetting other employees by not putting in consideration the variation in need by properly scanning the environment then allocate the motivation that would match the need of the employees.

pie chart showing motivational challenges in the ministry of telecom.

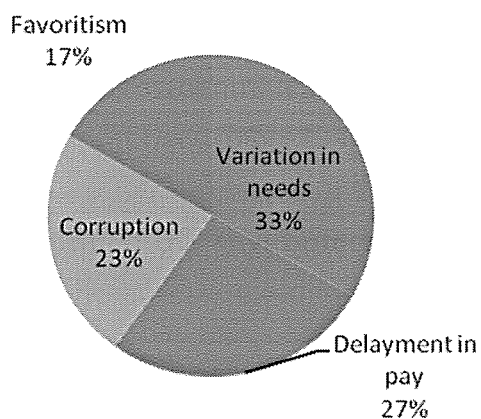


Figure 4.3 on motivational challenges.

Furthermore, an interview was conducted using interview guide and the findings indicated that there were several challenges that are faced in the ministry. They include poor reward system used, segregation, favoritism and too much corruption that is portrayed by promoting a person without intellectual capital to lead or get good benefits unlike the good performer who is supposed to get what he or she deserved. There were also challenges of diversity in which people have differing needs depending on their background.

The researcher asked the respondents of an attempts that the management might have put forwards to curb the situation. It was an open request for the respondents to explain the magement approaches or attempts to solve motivational challege in the ministry and the responses were caputered from the respondents as shown on the table below.

4.3.(b)Table showing the management attempst to solve motivational challenge in the ministry of telecommunication and postal services.

Attempts	Frequency (Fo)	Percentage (%)
Meetings	18	60
Job description	5	16.67
Both	7	23.33
Total	30	100

Source: Primary data from the field.

The out come from the findings indicated that 18 or (60%) of the respondents stated that meetings were conducted in order that employees problem were solved so that they continue with their jobs. The respondents asserted that in order for the aggrieved employees to come to the consensus with the management, it is better to call on the meeting so that who ever is suffering from why the managemenyt do not look into their grievances aired out their innate conflict to the management in the meeting so that it is discussde and solvedamicablly.

Thus, each aggrieved party would be allowed to openly air out his or her problem or grievance so that a suitable way forward is found. This approach of negotiation was believed to be the most effective mechanism in addressing complaints and other related casualties that may harm the existence of the organization.

On the other hand, 5 or (16.67%) of the respondents admitted that had proposed job description approach so that thing would be done basing on the description of the job most especially looking at capabilities, skills, experiences and the competences

possessed by an individual. The respondents revealed that they were not happy to the management because idea was proposed but a mere words of mouth that is not in practice. They put it forward that adopting this approach it shows that management has failed to democratically implement the idea instead it relaxed. Proposing an idea that is not in practice is is more detrimental to the organization in that work force would not listen to their boss simply because they considered him or her somebody who don't mind of his her employees. It also ought to be noted that once a problem is not properly understood in terms of causes and the magnitudes, it will keep on potraying or manifesting with time.

However, 7 or (23.3%) of the respondents that the researcher interviewed put it that or asserted that in some instances, the management applies both approaches job description and the meeting. According to the respondents, applying both approaches would not be bad as long as the meeting and negotiation between the management and the subordinates were made. Management would then apply the description of the jobs strategy only after having found that there exist a reality in the aggrieved complaints and the meeting is the only suitable solutuion to the situation.

pie chart presenting management attempts to solve motivational challenges.

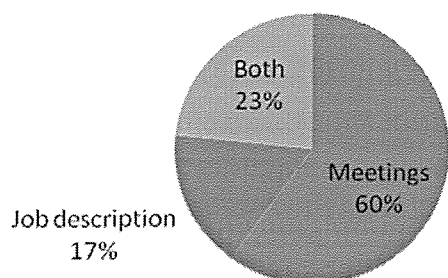


Figure: 4.3 presenting management attempts to solve challenges.

Furthermore, the respondents answered the question that was asked by the researcher that does the management have an attempts to solve the challenges in regard to motivation and the findings indicated that management had tried to come up with a mechanism of having meetings and clearer jobs descriptions so that each could know what is required of him or her and even the scope of his or her responsibility.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION.

5.0 Intorduction

This chapter discussed the findings having looked at the research questions guided by the study.

From the discussions, conclusions and the recommendations were made.

5.1 Discussions.

5.1.1 Effects of motivation on organizational performance

The findings of the study indicates that 12 representing (40%) of the respondents aurgued that motivation leads to high commitment of employees in the organization. While 8 representing(26.7%) reported that productivity was realized as a result of motivation at work, 7 representing (23.3%) of the respondent suported the that motivation help in reduction on labor turn over whereas sound mind employee relations in the ministry of telecommunication and postal services is attributed to motivation delivered by the ministry.

The study further discovered that over (83.3%) of the respondents admitted that performance can simply be achieved when ever the employees are well motivated and when not motivated to their expectation then it would be very hard for the management to reach the end results. 5 representing (16.7%) asserted that or refuted the statement by arguing that some times motivations act as a barries behind the linkage between the management and the subordinates. Other factors which are not known may also affacts performances in that constraints of the jobs, organization style. Effort thus, does not always results in effectives performance. It is also true that effective performance may not always leads to the rewards anticipated by the individual Victor (1960).

Basing on the findings of the study, at least 10 representing (33.3%) of the respondents interviewed asserted that their performance was affected by lack of motivation at work place. Majority of the individual supported that motivation bring about the bondage however performance were affected seriously in the organization because of lack of the motivation. there exist a lot of biases in the evaluation systems whereby those who are hardworking are rated poorly and those who are poor performers are rated highly. It therefore mean that the benefits that were meant for the hard working employees are directly channeled to the poor performers due to the favoritism and relationship thus those poor performers become the beneficiaries at the expense of the better performers. Such benefits includes; promotion, salary increment, fringe benefits and the like. Therefore, the ministry need to put in place the policy that would guide the operations so that the ministry can achieve its target at the end of the day.

5.1.2 Forms of motivations used in the ministry of telecommunication and postal service.

The results from the study indicated that 93.3% of the respondents supported the use of the extrinsic form of motivation to be the best in contrast to the intrinsic form of motivation. Table 4.4 above had indicated or shown that 28 or (93.3%) of the respondents reported that in the ministry of telecommunication and postal services mostly used the extrinsic form of motivation which is basically being considered by majority of employees of the organization to be more important. They put it that extrinsic form of motivation is quite good because it directly help one to solve his or her own problem amicably when one got sick he or she can use money for treatment by means of cash. motivation entirely triggered the employees of higher calibre to exert their efforts when they are appreciated or recognized by what they did to the organization. Whereas 2 representing (6.7%) of the respondents supported the intrinsic form of motivation by refuting the statement or arguing that some times employees can not get motivated out of monetary terms alone instead they got motivated through the achievement, recognition, promotion, delegation and empowerment, letter of appreciation and participation in decision making forum.

5.1.3(a) Challenges faced in the ministry of telecommunication and postal services.

The results from the findings indicates that 10 representing 33.3% of respondents asserted that variation in needs happened to be an issue in the organization because different individuals have differing needs. The management of the ministry is ignorant about those needs this is due to the facts that different region required different approach that would match the situation with the needs. The respondent put it clear that for a purpose of achieving the set goals by the ministry it would be good to carry a survey to really find out what exactly is entailed in the particular environment so as to allocate what can match it. 26.7% of the respondents had put forward that the delayment in pay had totally affected the smooth running of the organization activities. They said that management used to pay them lately in the middle of the other month.

On the other hand, over 23.3% of the respondents reported the case of corruption in the ministry especially in form of promotion, provision of benefits based on bloody consanguinity or relation and the favoritism whereas 6.7% of the respondents indicated that there exist favoritism in which some of the who are related to the top most part of the management are protected from any burden that is suppose to be shared by the employees.

5.1.3 (b) Attempts that the management employed to solve motivational challenge in the ministry of telecommunication and postal services.

The out come of the findings indicates that 60% of the respondents stated that meetings were conducted in order that employees problems are addressed so that they could continue with their jobs. The respondents asserted that in order for the aggrieved employees to come to the consensus with the management, it is better to call on the meeting so that who ever is suffering from why the management do not look into their grievances aired out their innate conflict to the management in the meeting so that it is discussed and solved amicably.

The aggrieved party were not allowed to openly air out his or her problem or grievance so that a suitable way forward is found. This approach of negotiation was believed to be the most effective mechanism in addressing complaints and other related casualties that may harm the existence of the organization.

On the other hand, 5 or (16.67%) of the respondents admitted that proposed job description approach so that thing would be done basing on the description of the job most especially looking at capabilities, skills, experiences and the competences possessed by an individual. The respondents revealed that they were not happy to the management because idea was proposed but a mere words of mouth that is not in practice. They put it forward that adopting this approach it shows that management has failed to democratically implement the idea instead it relaxed. Proposing an idea that is not in practice is more detrimental to the organization in that work force would not listen to their boss simply because they considered him or her somebody who don't mind of his her employees. It also ought to be noted that once a problem is not properly understood in terms of causes and the magnitudes, it will keep on potraying or manifesting with time.

However, 7 or (23.3%) of the respondents that the researcher interviewed put it that or asserted that in some instances, the management applies both approaches job description and the meeting. According to the respondents, applying both approaches would not be bad as long as the meeting and negotiation between the management and the subordinates were made. Management would then apply the description of the jobs strategy only after having found that there exist a reality in the aggrieved complaints and the meeting is the only suitable solutuion to the situation.

5.2 Conclusion

The conclusions were drawn verifying the effects of motivation on organizational performance in the ministry of telecommunication and postal services, the forms of motivation used in the ministry, the challeges of the motivation faced in the ministry when offering the motivation services.

According to the findings, the researcher found from the organization was very clear, there were many factors that were responsible for hindering effective organizational performance, among them were; delayment in paying employees salaries, favoritism whereby the top most management tend to favor or protect even the poorly performers, promotion based on bloody consanguinity or relationship in which a manager could promote a person of his or her tribe or interest regardless of contributions. This conformed to Cole(2004) that equity theory of motivation. According to him, people belief about fairness of rewards they received relative to their contribution and competences.

The findings on lack motivation in the ministry of telecommunication and postal services indicated that 66% of the respondents reported that lack of motivation compromises the absenteeism. Commitment, productivity, and late coming to work which later resulted into reduction in performance, also too much delayment to pay employee salaries leads to deteriorating in the performance.

The findings further discovered that the forms of motivation which were used in the ministry, were not all satisfying according the report from the respondents. 93% were of the view that extrinsic form of motivation was the only form to be used however, 6.7% of the respondents were disregarded or refuted the statement by saying that intrinsic form of motivation was good in motivating the workers but it does not alone help. Thus, leads to deduction that motivation is a road map to organizational performance when provided in a manner that was satisfying to all might yield the required results.

The study has shown with optimal concerned that the effects of motivation on organizational performance is vital because it leads to higher levels of employees commitment, reduction on labour turn over, improved employees relations and improved on high productivity in the organization.

5.3 Recommendations

The following recommendation were made by the researcher. The recommendation therefore will be useful to the management of the ministry of telecommunication and postal services and any other similar research study carried out in the same ministry or organization in the future.

Therefore, to increase the effectiveness of the organizational performance, the management of the ministry of telecommunication and postal services should therefore adopt the following recommendations as put forth by the researcher to curb the existing problems and the forthcoming uncertainties which are hardly determined in the ministry.

The ministry of telecommunication and postal services should create a forum for involvement and participation of employees so that employees would know that they are part and parcels of the system in decision making in the ministry. This will encourage employees to always channel their ideas and contributions to the management in right way that would later benefit both the organization and the employees involvement is a tool that blocked out absenteeism, labour turnover and indiscipline in the organizations.

The motivational forms should be incorporated together because both forms of motivation provide feelings to employees towards the attainment of the goals set by the organization.

The ministry of telecommunication should introduce a clear policies, rules and regulations that will guide the organizational operations to be run smoothly. This will help the firm to avoid favoritism, segregation among employee members of the organization. Also the top management will know exactly who is to be promoted and which criteria to be used in getting the right person for the position.

The ministry should introduce a training programme for the executives and the subordinates. This will act as a curb in that when the top most part of the management will have got the required or the necessary skills, knowledge and competences, they will exactly know how they should go about issue and their jobs.

Finally, the research has shown that motivation is of great significance to the organizational performance, this is so because motivation attempts to increase workers commitment and raising morale and the like. Therefore, the management of ministry of telecommunication and postal services should never relax in providing motivation services to its workers since motivation still stand as the only tool towards organizational prosperity in the most effective and efficient manner.

LIMITATIONS TO THE STUDY

The following were some of the problems or difficulties encountered by the researcher in the course of the research study.

It was hard for the researcher to balance the equation between attending classes and getting the data from the field. This was one of the hinderances leading to delayment of the report.

The whole project was been very costly in term of time and money to the researcher due to inadequate resources for facilitating the exercise.

It was hard for the researcher to get the data promptly because some of the respondents were so much reluctant to provide adequate informations as required by the researcher. This had affected verification of its facts concerning motivation and organizational performance.

APPENDIX IV: RESEARCH QUESTIONNAIRES.
MOTIVATION AND ORGANIZTIONAL PERFORMANCE

Dear respondents

I am underway to complete my degree in Human resource management (HRM) and this research study forms part of the requirements of my qualification. Research on the effects of motivation on organizational performance a case study of Ministry of telecommunication and postal services. I sincerely request your kindness and co-operation to help me and provide all the necessary information required to successfully complete my studies. Your co-operation is most valued and I would like to appreciate you in advance for the help out. I assure you of confidentiality where required.

Thank you so much

.....

AGUEK PAUL PANCHOL

Student of KIU

Questionnaires to the management and the subordinates of the ministry of telecommunication and *postal services*.

Section A B

Bio data

1 sex

Male

☐

Female

☐

2. Marital status

Married

☐

single

☐

3. Level of education

Primary

☐

Secondary

☐

College

☐

University

☐

Section B.

1(as) What is your philosophy on motivation in your organization?

.....

.....

(b) Explain why so.....

.....

.....

2(a) Do you think motivation has an impacts on organizational performance?

Yes

☐

No

☐

B) Give baseline/ reasons.....
.....
.....
.....

3 a) Do you beliefs that motivation can create bond between the management and the subordinates?

Yes ☐ No ☐

b) Give evidence based on your organizational experiences
.....
.....
.....

4 (a) do you beliefs that employees would be dissatisfied by lack of motivation in the organization?

Yes ☐ No ☐

b) Why do you think so?.....
.....
.....

5(a) what is your view on the current motivation in your organization?

Good ☐ fair ☐
Bad ☐ .nothing ☐

b) Explain how is it so.....
.....
.....

6(a) which forms of motivation do you used to motivate employees in the ministry? (Eg Extrinsic) mention the.....
.....
.....
.....
.....
.....

(b) Which one of the above mention forms motivates employees the most in the organization? Give reasons.....
.....
.....
.....

6) What challenges are faced in the ministry when providing motivation to the employees?
.....
.....
.....
.....
.....
.....

7) Briefly explain management approaches/ attempts to ensure that employees are relief from the motivational challenge in the ministry.

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