

Performance Contracting Effects on Employee's Motivation in the Senegalese Public Media Sector

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Abstract

Public sector reforms have become a common phenomenon around the world for all countries; it is a great challenge for developing countries especially African countries. This paper was designed to analyze the effects of performance contracting on employee's motivation in the 3 selected public media organizations in Senegal (Senegalese Radio Television (SRT), Senegalese Press Agency (SPA) and the "SUN"). The literature review in the media sector is death. In addition, many researchers who have investigated the variables focused their studies essentially on performance contract implementation in some state corporations. The paper tries to explore the link between performance contract and employee's motivation. From empirical data and using spss 21.0 with chi-square, and descriptive statistics, data were collected from employees through questionnaire. The results show an existence relationship between the variables. Analysis of variance (ANOVA) established that Performance Contracting is significant on employee's motivation. Chi-square Pearson's shows $(r=1)(c=2)$ with a degree of freedom $(df=2)$, The p-value is $p=0.000$ therefore, less than 0.5% this means the correlation is positive. The regression model revealed that the increase in performance contracting resulted to an increase of employee's motivation. The Cramer's coefficient is 59% confirms that the relationship is significant. It is concluded that performance contract affects employee's motivation in the public media sector.

Key Words: Performance Contracting; Motivation; Public Media; Senegal.

1. Research Background

Setting targets for public service delivery and controlling agencies by results and outcomes they achieve has been a major topic in New Public Management (NPM) reforms internationally.

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The standard responses to public sector management deficits in developing countries in general and Africa in particular, have focused on a combination of technical efficiency-enhancing reforms based on neoliberal market models and New Public Management (NPM) principles and tools. Many academic researchers, policy and practitioner discourses sometimes appear locked in endless loops, repeating variations on the same problem diagnoses and solutions.

In Senegal, the public service is broadly criticized due to the bad quality of its services, partiality and the mischievous management of public establishments, and it hasn't made real success so far but getting more and more intensified instead. Despite, since years 1979, several initiatives have been taken by the state at improving the quality of service delivery to citizens. The government, therefore, has undertaken new policies to improve public service, and avoid wastage of scarce financial resources. It sets up many agencies of control and struggles against corruption and economic crimes like National Office against Corruption (OFNAC) and Repression Court of Illicit Enrichment (CREI). Also, the country has set up a plan for its development named "the Senegalese Emergent Plan which is the referential of the development strategies of the country. The government has decided to adopt a new development model to accelerate its progress towards emergence by 2035. This strategy, known as the Emerging Senegal Plan (ESP), is the reference framework for economic and social policy in the medium and long term.

Hence, reforms become the way of giving an answer to various needs of taxpayers who expect in return good and relevant information through their public media companies. Policymaking is a political process which is affected by various social and economic factors and the media plays an important role in shaping the social context in which policies are developed. Through the media, citizens learn how government policies will affect them, and governments gain feedback on their policies and programs. The media acts as the primary conduit between those who want to influence policy and policymakers controlling the scope of political discourse and regulating the flow of information.

In this context performance contracting (PC) was introduced since 2009 by the government in the public organizations to enhance the management system. But, its implementation remains still in formative stages. However, since 2009, the PC has not yet significant results in the tested sectors (health sector and Universities). Even though it has contributed to improving sensibly their administrative and financial performance, other results are still to be realized. But, many institutions are fear and resistant to adopt performance contract in their management system. The government in its desire to extend it in the whole public sector has asked to the public media agencies, to make changes and implement PC. These changes require a new work environment, new values of practice and thus great changes in human resource management and ensure that each employee sees himself as a champion of reforms because it requests strong and involved leadership.

Therefore, Senegal faces the challenge of anchoring the logic of performance in public administration in order to enhance the effectiveness, quality, and impact of public policies. As Peter Druker said that employees are the most valuable assets in the organization and therefore should be treated with dignity [1]. When workers are respected and given freedom at the workplace, they may tend to be more creative, innovative and committed. This is hypothesis upon which performance contracting in public organizations is anchored. Senegal, hence,

must undertake profound organizational and functional changes to address challenges in public administration, but there was never been a study or reflection conducted by researchers, regarding the financial issue of the public media organizations. So, the government will experience performance contracting to finance the public media sector. With this in mind, it has requested to the managers of these companies to prepare budgets based on programs with an annual plan of execution and to submit to the ministry of finances in accord with the tutorial ministry.

The objectives of the study in a context, of innovation and generalization of public policy at all sectors, and the resistance of certain institutions, are to look whether the performance contracting when applied in the media organizations could have real effects on the employee's motivation and commitment for achieving the goals of performance. The study analyzes the employee's behavior related to performance contract to find out the level of their relationship. However the performance contract is not yet effective in the sector, the paper anticipates the study for a future employee's motivation in the workplace. Thus, the research raises the issue of employee's motivation based on performance contract in the three public media companies (the Senegalese Radio Television (RTS): The "Soleil" and the Senegalese Press Agency "SPA"). The research question of the study was: Is there a significant relationship between Performance Contracting and Employee's motivation to reach the organization objectives?

The paper discusses influence of PC on employee's motivation in the public media sector, and looks at in what extend this will impact the employee's performance as well as the organizational performance, in order to allow public media enterprises to participate effectively in the economic and social development of the country.

2. Literature Review

In a context of hard competition in the world and the scarcity of public resources, the Senegalese government has initiated the Performance contracting, which is an agreement between agencies as agents and the government as the principal. It is a goal-setting tool and a control mechanism for the state and a funding system for companies. Based on clear objectives and programs, the organizations look how to achieve individual and collective performance to reach the effectiveness and efficiency. It's an instrument for enhancing good governance, promoting a culture of accountability and transparency in the government and translating development goals into reality. It emphasizes more on results rather than processes, and ensures optimum utilization of public resources, and quantifies achievements.

Performance contracts or agreements specify standards of performance or quantifiable targets which a government requires public officials or managers of agencies or ministries to meet over a given period of time [2, 3]. The purposes of PC are to clarify the objectives of service organizations and their relationship with the authority and facilitate performance evaluation based on results instead of conformity with bureaucratic rules and regulations; it aims at reducing the costs [4, 5]. PC has been applied successfully in many developed countries including Malaysia, Singapore, United States, Europe, and later in developing countries like in Africa (Kenya, Ghana, Tanzania,). Performance contract is a branch of management science referred to as management control system, which defines expectations and put individual objectives in line with organization ones [6]. PC

implies two parties: the principal which is the superior entity in the government hierarchy to monitor and evaluate achievements of its subordinate office/department, and the Agent which is the subordinate entity in the same hierarchy. Its performance is evaluated or supervised by the Principal; and is responsible for the implementation of policies. In Senegal, the ministry represents the government as the principal and the managers of the agencies as the agents. Every year, the PC must be evaluated by an ad-hoc evaluation team with a view of ascertaining whether the agreed performance benchmarks undertaken have been achieved, if not give reasons for failure and propose corrections to improve for the next year [7]. A performance contract is a binding agreement between two or more parties for performing or refraining from performing some acts in exchange for lawful consideration [8]. It means after the signing contract between the ministries and organizations, the managers can sign in turn contract with employees to control and monitor their performance. Hence, the article studies the commitment of the workers, and evaluates their motivation. The performance contract as one of the key elements of the New Public Management (NPM) is a central instrument of performance management based results as illustrated in the figure below.

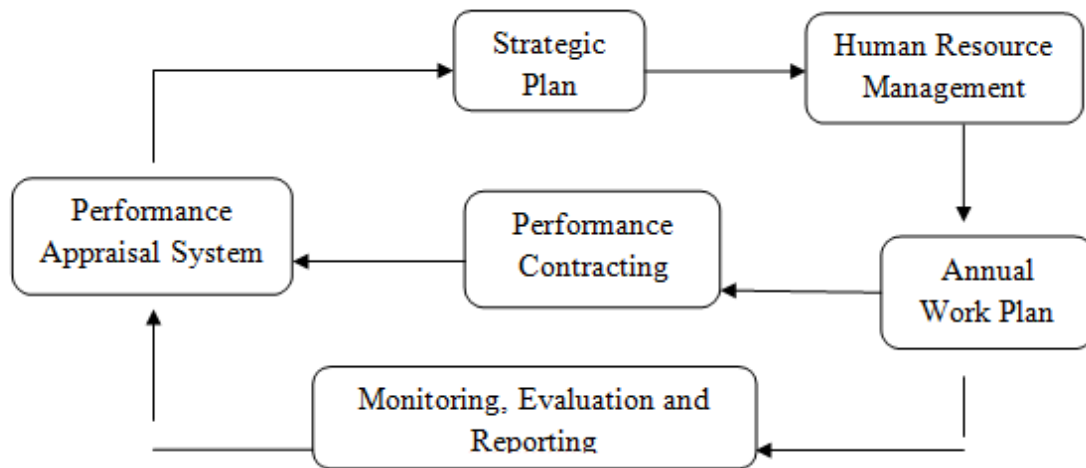


Figure 1: Linkages between PC and Main Branches of Performance Based Management System

The figure shows that performance contract is central for the management system. The Human resource management (HRM) as a key element of the system, and employees’ motivation is a function of HRM.

The human resource management practices also matter a great deal, the soft aspects of human resources in an organization, such as employee satisfaction, are considered to be the most important drivers of performance. So, the study of the motivation concept must be defined and understood. Motivation originates from the Latin word *movere*, which means to move or to carry. It is the force that constantly induces to move and perform things. According to Luthans, the most practical definition proposed by a social scientist that, motivation is a psychological process that origin the stimulation, direction, and persistence of behavior [9]. However, according to Spector and Milne, [10, 11] the performance of employee job satisfaction is an imperative motivator and an arrangement of psychological and environment circumstances. Motivation programs are the key component of incentives, rewards and recognition as different organizations correlate success factor with employee performance, employees are completely motivated when they achieved their needs. In the public

organizations generally, the most employees are unsatisfied with their job so, implementation of a policy could be unsuccessful. However, some authors describe job satisfaction as a reward they receive from their employer. Kiviniemi and his colleagues said that job satisfaction of the employees' increase by the rewards they receive [12]. According to Lepak and Snell, Pay and promotion dependent on performance and provide strong motivation for employees to work harder in order to be promoted [13]. In an organization, the exceptional performance is possible with a great commitment of employees that can merely achieve by employee motivation. Chiu and his colleagues highlighted that organization implements merit pay system to reward employees for meeting specific goals by affecting their motivation levels [14]. Motivation is similarly compulsory when the employees of an organization have not a good relationship model. For Balzar and his colleagues job satisfaction is a sensation that employees have about their work environment and their expectations towards work [15]. As Herzberg said, if we want to motivate individuals to work, we must play on factors of satisfaction (motivating factors). These are factors related to the content of work: success, consideration, autonomy, responsibilities, and advancement. He, therefore, proposes the concept of enriching work with a double intervention on the content of work: The horizontal enlargement of work which consists of entrusting more tasks to the individual but also in that they are more varied. Versatility, qualitative flexibility, teamwork or project group work are appropriate responses. The scope of tasks or the vertical enrichment of work consists in delegating to the individual a higher level of autonomy and responsibilities in his work, whatever his hierarchical level. But Herzberg was criticized by Locke because he makes confusion between the motivation at work and the satisfaction at work [16]. Locke and Latham's theory emphasizes the important relationship between goals and performance. According to them in, goals have a pervasive influence on employee behavior and performance in organization and management practice [17]. Edwin Locke and Gary Latham theory give a simplified view of goal-setting. According to them, a goal is defined simply as what the individual is consciously trying to do [18]. They postulate that the form in which one experiences one's value judgments is emotional. That is one's values create a desire to do things consistent with them. Goals also affect behavior (job performance) through other mechanisms. Therefore, goals, direct attention and action, furthermore, challenging goals to mobilize energy, lead the higher effort, and increase persistent effort. Goals motivate people to develop strategies that will enable them to perform at the required goal levels. Hackman and Oldham propose the model of labor characteristics [19]. They identify five characteristics of work that determine what they call the Job Motivation Potential (SME), which should be maximized: The variety of skills required to fill the job; The identity of the task: the more a job is segmented into operational tasks, the less the identity of each of these tasks is large; The importance of the task, which refers to the impact of the work done for the company; Autonomy which refers to the sense of responsibility felt by the employee in the performance of his duties; Feedback reminds us of the need for the individual to be informed about the consequences of his achievements and his results. The implication of the employee is necessary to motivate him to attain his full capacity. Furthermore, goal setting is the underlying explanation for all major theories of work motivation. Whether that is Vroom's with his Valence Instrumentality and Expectancy (VIE) theory [20], Maslow's [21] or Herzberg's motivation theories.

Even though, the majority of scholars seem to agree of the literature review of the performance contracting and motivation theories, for a successful of PC in developing countries, some conditions must be fulfilled by the

authorities.

The legal and Regulatory framework: performance contract is the introduction of a sound policy so that legal and regulatory must be put in place by the authority before PC takes place. Employees must understand the fundamental principles of legal and regulatory of Performance Contract; Structural efficiencies: structural efficiency in the public sector is very important because it improves transparency and accountability; Enabling Political Environment: political environment affects the performance economic growth of a country; Competencies: for effective Performance Contract, the public service must be competent, effective and well focused. Employees should be adequately trained with a good capacity building to ensure improvement and sustainability of the Performance Contracting process; Management practices: best management policies in human resource management, accountability in finance resources management and transparency in recruiting competitive top officials, chief executives, Directors, etc. Competitive Culture: competitiveness means that government policies must be geared towards enhancing the productivity of the economy by reducing costs of doing business and supporting innovations, and entrepreneurship spirit.

The structure of the study revolves around two axes: one axis with a theoretical scope which consists of giving the researchers' vision of the two concepts based on the literature review, and the empirical study of the relationship between the two variables. The study is represented by the following conceptual framework.

Independent Variables

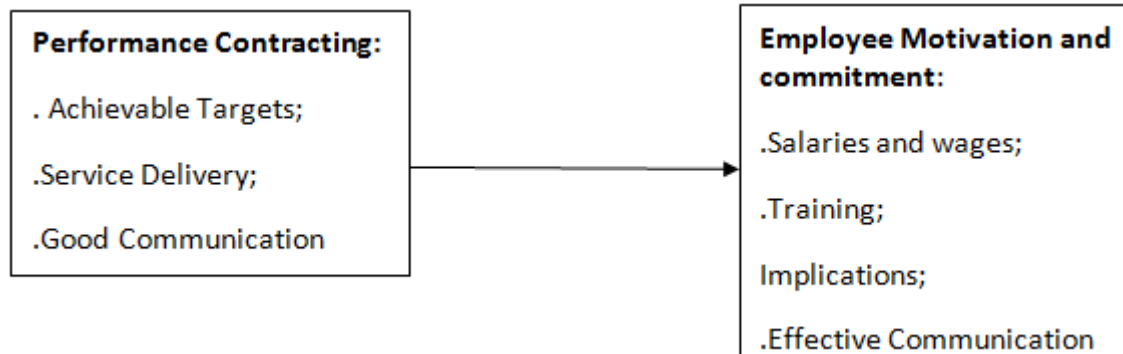


Figure 2: Conceptual Framework showing the link between PC and Employee Motivation

In this framework, there are two independent variables. Performance Contracting is the first measured by some sub-variables such as achievable targets, service delivery, and Good communication. Employee motivation is the second variable with the main sub-variables such as salaries and wages, training, and effective communication.

3. Methodology of the Study

This study is an anticipated research of performance contracting experienced in the public media organizations, and no detailed study has been carried out before. This is the first study conducted in Senegal so due to

unavailability of data in the media sector, the academic literature available in other countries will be used to understand the concept of Performance Contract. Based on the identified literature gaps, the author tries to carry out a study on performance contracting in Senegal's public media service to examine the relationship between PC and employee's motivation.

Primary data will be mainly used; a questionnaire was designed and submitted to respondents who will be selected by random sampling. So, 120 questionnaires were sent to respondents among a total of 1064 population.

A representative percentage was adopted according to the total number of workers for each of the three media agencies. This will identify achievement; assess the degree of the motivation and satisfaction of employees in the workplace, also lessons learned and challenges of implementing performance contract in the public media sector.

The study will assess the performance of individuals as well as the organizational performance (efficiency, quality of service delivered and productivity). A pilot study was carried out to assess the feasibility of the research design such as an anticipated study; a given number of questionnaires were distributed to a small selected employee and were successful. After that all the questionnaires were sent, and data were collected and analyzed using descriptive statistics, SPSS Version 21.0.

Analysis of Variance (ANOVA), Correlation and Regression analysis, and Chi-square, were employed to check on relationship between the variables under the study, the author as an employee of the sector, also used his own experience.

After analyzing the results gathered from the collected data, the research has drawn conclusion and recommendations that would contribute to higher success of Performance Contracting in Senegal media sector and highlight further research areas.

4. Data collection and Processing

A structured questionnaire was used to collect data from participants; the respondents included all categories of employees of the media sector (journalists, technicians, engineers; managers etc...) among a total of 1064 employees, 120 questionnaires were sent which represents 11% of the population.

As stipulated by A. Kothari, the questionnaire is used because it allows the collection of systematic, comprehensive, quantifiable data needed to answer the research questions [22].

The questionnaire is developed in a way it contained the main five-point Likert scales where employees are requested to give their opinion based on performance contracting implementation in the public media organizations, their motivation and/or commitment and the organizational goals achievement.

A total of 120 questionnaires were sent to employees and 106 were returned it represents 88% return rate which

is acceptable. SPSS 21.0 was used to analyze data collected to compute frequency distribution, and the results.

Table1: General satisfaction at work

		Number	Percentage (%)	Percentage valid (%)	Percentage cumulate (%)
Valid	very bad	15	14,2	14,3	14,3
	Bad	19	17,9	18,1	32,4
	not bad	39	36,8	37,1	69,5
	Good	27	25,5	25,7	95,2
	very good	5	4,7	4,8	100,0
	Total	105	99,1	100,0	
Missing	Missing System	1	,9		
Total		106	100,0		

Table 2: Descriptive Statistics for employee motivation on PC

Employees motivation on PC	N	Minimum	Maximum	Mean	Standard Deviation
Staff remuneration	103	1	5	3,50	1,056
Load of promotion	102	1	5	2,59	1,155
Social benefits	96	1	5	2,95	1,137
Favorable working environment	103	1	5	2,39	1,031
Staff training	105	1	5	2,06	1,064
Evaluation of the Performances	104	1	4	1,86	,949
Frame of the Staff	105	1	4	2,07	1,059
Culture	94	1	5	2,18	1,067
Security at work place	104	1	5	2,46	1,157
Flexibility in the fulfillment tasks	103	1	5	2,87	1,194
General satisfaction at work	105	1	5	2,89	1,095
How would you describe the morale at the workplace	91	1	3	2,14	,659
Do you wish any other specific recommendations to improve staff morality	78	1	2	1,15	,363

Do you receive sufficient assistance in the fulfillment of your duties	102	1	2	1,51	,502
Do you receive sufficient feedback we what you think of your work	103	1	2	1,58	,496
Do you receive sufficient flexibility in carrying out your duties	99	1	2	1,35	,480
Are you framed in a adequate way	98	1	2	1,54	,501
Is your superior enough aware of your concerns	100	1	2	1,42	,496
Do you Have suggestions to improve the profitability of the company?	90	1	2	1,09	,286
Would you have other changes or the improvements in the company	94	1	2	1,14	,347
Are you aware that the Government wants to sign PC with your organization?	106	1	2	1,48	,502
How far do you agree?	100	1	3	1,89	,723
What will be your level of commitment in your job?	103	1	3	1,72	,567
N valid (list wise)	39				

Table1 shows that the majority of respondents (39%) estimated that their general satisfaction is not bad so it means they are ready to pursuit their achievable target with performance contract implementation. For (32%) of respondents, the general satisfaction is good they are willing to achieve objectives of the organization. while for (15% and 19%) respectively are not satisfied with their work.

The study sought to establish the employee commitment with the performance contracting implementation in the public media organizations. This was done using 7 main items of the questionnaire with a five-point Likert scale. Employees were required to give the level of their satisfaction in their organization and the level of their further commitment when performance contract is implemented by the government. The descriptive statistic for each item was shown in the table below. For purposes of interpretation, a mean between 1 and 2.0 was to be

dissatisfied, a mean between 2.01 and 2.8 is considered to be neither satisfied nor dissatisfied, while from 2.81 to 4 was considered to be satisfied and motivated.

Table 2 shows the picture about the descriptive statistics including means and standard deviations of all the variables for the selected employees of the companies.

From the table 2, it is observed that the majority of variables are positively rated. The most rated ones are staff remuneration a sub-variable of motivation employee (mean, 3.50), the social benefits is also important on motivating people (mean, 2.95), general satisfaction when implementing new policy (mean, 2.89) is also positively rated, flexibility in the tasks fulfillment (mean, 2.87), security at workplace (mean, 2.46), favorable workplace (mean, 2.39), the importance of the culture (mean, 2.18), the moral of the employee in the organization (mean, 2.14), frame of the staff (mean, 2.07), training staff (mean, 2.06) training is important to provide to employees when implementing new policies. On the other hand some items are lowly rated suggestion to enhance the benefits of the organization (mean, 1.09), other changes needed for improvement (mean, 1.14), recommendations for moral improvement (mean, 1.15), Awareness of the superior (mean, 1.42), employee information about PC implementation by the top management (mean, 1.48).

In the above table, the sub variable of motivation has the highest mean of 3.50 and the standard deviation of 1.056. This implies that the majority of employees are agreeing that motivation is needed when performance contracting is implementing.

Chi-Square Tests

Tableau 3.

Are you aware that the Government would like to sign a performance contract with your organization * How far do you agree?

The table 3 shows, that 52 employees agree and strongly agree with the performance contract signing when they are informed and one disagrees. Also, 27 workers agree and strongly agree even when they are not informed about the performance contracting implementation in their organization and 20 are totally disagree.

5. Results and Interpretations

Table 4 with the p-value is $p=0.000$ therefore, less than 0.5%, means that there is a relationship between the two variables; one exerts an influence on the other. Table 5 the symmetric measures indicates the Cramer's coefficient is 59% the relationship is average because of less than 70%.

This confirms the existence of a positive and significant statistical relationship between employee motivation and performance contracting and also this means that the null hypothesis which was there is no relationship between PC and the employee motivation is rejected.

Table 4 : Chi-Square tests

	How far do you agree?			Total
	Strongly Agree	Agree	Disagree	
Are you aware that the Government would like to sign a performance contract with your organization	28	24	1	53
Yes	4	23	20	47
No	32	47	21	100
Total				

	Value	Df	Asymptotic Significance (bilateral)
Chi-square Pearson's	34,978	2	,000
Likelihood Report	40,981	2	,000
Linear Association per linear	34,392	1	,000
Valid Number N	100		

Table 5 : Symmetric Measures

	Value	Approximate Significance
Nominal per Nominal	,591	,000
Phi and Cramer's V	,591	,000
Valid Number N	100	

Table 6: Correlation Matrix

	Staff remuneration	Favorable working environment	Staff training	Culture	Frame of the Staff	Do you know that Govt wants to sign a PC with your organization?	How far do you agree?	What will be your commitment to your job?
Corrélation Staff remuneration	1,000	,452	,346	,342	,235	-,187	-,063	-,179
Favorable working environment	,452	1,000	,602	,470	,598	-,183	-,136	-,130

Staff training	,346	,602	1,000	,494	,663	-,142	-,123	-,123
Culture	,342	,470	,494	1,000	,677	-,028	-,137	-,166
Frame of the Staff	,235	,598	,663	,677	1,000	-,061	-,138	-,116
Do you know that Gvt wants sign a PC with your organization	-,187	-,183	-,142	-,028	-,061	1,000	,572	,502
How far do you agree?	-,063	-,136	-,123	-,137	-,138	,572	1,000	,625
What will be your level of commitment in your job?	-,179	-,130	-,123	-,166	-,116	,502	,625	1,000

Table 7: Indices KMO and Bartlett test

Precision measurement of Kaiser-Meyer-Olkin sampling.	,745
Chi-square approximated	263,283
Bartlett Sphericity Test	Df
	28
	Bartlett Significance
	,000

The correlation between Performance contracting and motivation is high and statistically significant. To identify the different latent variables existing among the 17 items used to measure the effects of employees' motivation of performance contracting implementation, factor analysis is used.

Table 6 shows the component matrix of the extracted factors. In order to see how the sub-variables of motivation influenced on performance contracting, Bartlett Sphericity test and chi-square correlation analysis were used and results were shown in different tables and diagrams in this paper.

From these results, employee's feelings about performance contracting are based on their motivation in the organization.

Table 6 shows how correlation is done between variables, some variables are positively correlated and some negatively. For instance, staff remuneration is positively correlated with staff training (0.346) and negatively correlated with the level of commitment of employees (-0.179).

Between some of variables, the correlation is strong for example between the frame of the staff and culture (67.7%) while is weak between the level of commitment and staff of remuneration (-6%).

The table of total variance shows that all factors taken can be reduced in two factors because it summarizes around 64% (40%+24%) of the information given by 8 factors chosen. This means that the most of employees attach great importance on the staff remuneration and the working conditions. Because the two variables concentration 64.212% of the total information given by 7 variables. The matrix of the components: the table below shows that the five first variables are positively correlated with the first axis while the last three variables are correlated with the second axis. The matrix of rotation confirms this situation in the following table.

Table 9: Matrix of components after rotation

	Component	
	1	2
Frame of the Staff	,856	-,017
Staff training	,820	-,065
Favorable working environment	,807	-,105
Culture	,785	-,040
Staff remuneration	,542	-,157
How far do you agree?	-,080	,862
What will be your level of commitment in your job?	-,107	,833
Are you aware that the Government would like to sign a performance contract with your organization	-,072	,817

Rotation Method: Varimax with Kaiser normalization.

Rotation converges in 3 iterations

From table 9, the matrix of components after rotation, it concluded that 5 variables are correlated with the first axis related to the employee’s motivation, and the 3 last variables are correlated with the second axis related to the performance contracting.

From Figure 3, it observed that most 5 among 8 items of the variables related to motivation are correlated positively with the first axis and negatively with the second axis, and 3 among 8 items related to performance contracting are correlated positively with the second axis and negatively with the first and confirm the correlation.

From table 9 and Figure 3, it shows the existence of a relationship between employee motivation and performance contract. It proves that the variables are correlated positively or negatively. When the correlation is positive between two variables (for instance between staff remuneration and culture, +0.342), this means if one

increases the other also increases and inversely when the correlation is negative if one increases the other decreases (example Staff remuneration and the level of employee commitment, -0.179).

The findings confirm the hypothesis that performance contracting has effects on the employee’s motivation. When employees are satisfied in their workplace the implementation of new public policy by the government such as performance contract could be successful. The performance management system objectives leading to improving the organization’s performance, the results of the study found out that the employee’s motivation affects effectively the performance contract success. The results of the study show that if employees of an organization are motivated they are more able to accommodate performance contract in their behavior so they can improve and enhance the level of their performance individually and collectively, so the performance of the company can improve. The motivation of the employees could affect the whole performance system of the organization.

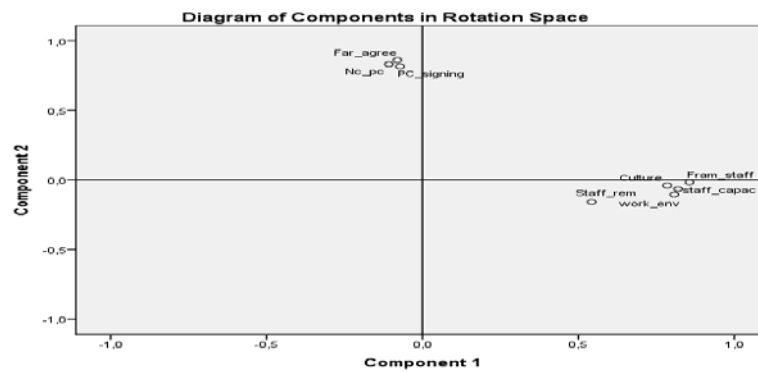


Figure 3

6. Summary, Conclusion, and Recommendations

Due to the low level of the organization’s performance and the management deficits in the public sector, Senegal has introduced performance contracting in 2009. Hence, the government has decided to extend it to all public agencies including the media sector.

The objective of this study was to determine the effects of PC on the employee motivation in the three public media companies. Theoretical and empirical methods were used to reach the results found. Statistical descriptive and SPSS 21.0 with chi-square test used to analyze the correlation between variables performance contracting and employees motivation.

Findings have shown that effectively there is a relationship between the two variables. The findings indicated that employees’ motivation could contribute to the success of performance contracting in the public media sector in a large part. But, certain factors of motivation should be most considered.

The results of the study concluded that performance contract has an influence on the employee motivation. The correlation is positive or negative between variables. Based on these findings, the Senegalese's government should consider the main asset of an organization which is the human resource. A great attention should be paid to the remuneration system, the work environment, training, the culture, and the morale of employee, and the most important of these variables is the communication system because employees who are the executive workers need to be informed effectively when a new policy is going to be implemented.

The study has shown that when employees are informed of a situation, more they are engaged and less they are aware less they are committed. In 100 employees, 52% are agreed or strongly agree when they are informed about the PC, 27% also agree or strongly when they are not aware, but 20% disagreed when they are not informed which is not negligible. This means, the communication variable must be effective within an organization when the adhesion of the workers is requested.

In order to get desired contributions from employees, the employer must provide appropriate working conditions which may satisfy and well-adjusted workers. So, they will be willing to work towards organization goals.

The study recommends that for performance contracting in the public media companies, all employees must be implicated, because they are the most concerned in execution and are responsible for the implementation. As well as the implication of the top management who is responsible for the achievement of the objectives of the organization and the sustainable economic growth. All both parties must be sensitized on the performance contracting on why and how the PC in the public media sector.

The paper recommends the establishment of a rigorous control policy of the work and the fulfillment of tasks by employees: with an agent scoring system, and individual and collective performance assessment, and develop evaluation criteria, and the introduction of results-based management, so the performance contract could be a great opportunity for these organizations.

The study also recommends a profound restructuring of these enterprises, re-engineering of work, setting clear goals and improvement of the work environment, and the establishment of a human resources management policy with a good communication system, and the acquisition of new technological equipments to improve the production. For further research looking at to other Parastatals organizations which have already implemented the performance contracting is needed to avoid errors. A study should be carried out to the functioning and structuring of the public services to find out the obstacles which could prevent a successful implementation of the performance contract in the Senegalese public enterprises. A research is necessary on the top management's perception on performance contracting to determine the influence on the strategy of implementation.

7. Limitations of the study

This study had the limitations of the respondents and time, some of them were not willing to share information about the scheme freely. Also, in Senegal there is a garish lack of database relatively to performance contracting. Moreover, the companies' leaders in the public media are very reticent to give information about their management system.

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