

The Impact of Motivation on the Employees in the Public Service Organisations: A Case of TEVETA, Lusaka, Zambia

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Abstract

One of the major problems faced in public service organisations is lack of motivation among public service employees. The objective of this study was to identify ways of motivating public service employees at TEVETA, Lusaka, Zambia. In order to achieve this objective a study was conducted using mixed research method (triangulation approach). Three specific research objectives with three related research questions were formulated. The theoretical framework for the study was premised on the Public Service Motivation (PSM) theory [9] Data for the qualitative research was collected using two focus group discussions and a questionnaire was also administered to collect quantitative data. The population was 68 employees with a sample size of 56 employees. The qualitative data was analysed by adopting a thematic approach. Quantitative data was analysed through the statistical package for social sciences (SPSS) to obtain descriptive statistical information. The two methods were used to help validate and ascertain the reliability of the research findings. The findings indicated that in addition to financial rewards, non-financial rewards were equally important and played a major role in motivating public service employees. The study findings identified several motivating factors, key motivators and also measures that can be used to motivate employees. These factors were classified into two categories, namely intrinsic motivating factors and extrinsic motivating factors. The researcher in this study made conclusions and came up with practical implications of the study as part of the recommendations, in terms of the ways that TEVETA can use to address the problems of low motivation among its employees. Furthermore, suggestions were made on the directions of future research on Public Service Motivation (PSM).

Keywords: Motivation; public service; job satisfaction; improved job performance.

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1. Introduction

The Technical Education, Vocational and Entrepreneurship Training Authority (TEVETA) is a governmental organisation that was established by an Act of Parliament, the TEVET Act No. 13 of 1998. It started operations in 2000 and has the responsibility of regulating, coordinating, monitoring, and evaluating the delivery of technical and vocational training in Zambia. The study has highlight one of the problems faced by TEVETA. Explanation has been given why the problem is considered significant. The researcher came up with research objectives and research questions that relate to the problem, in an effort to come up with suggested solutions based on the study findings. The functions of TEVETA are vital to national economic development, in the sense that, the organisation plays a critical role in skills training and development. The role played by TEVETA in the area of Technical and Vocational Education and Training (TVET) is that of curriculum development, training systems development, training provider quality assurance, promotion of entrepreneurship training, assessments and certification. These tasks are complex, specialised and entails recruitment of properly qualified personnel who should be given reasonable conditions of service, if they are to be retained and to ensure good performance in order to achieve the goals of the organisation.

2. Literature review

However, the reasons for undertaking literature review as being [13], first and foremost the initial search that helps in generation and refining of research ideas and that critical review forms part of the actual research process and is deemed necessary in any study and cannot be absent. Reference [2] they argued that despite a researcher having good knowledge of their study, there is still need to review the literature of other researchers to demonstrate awareness of the current position of knowledge on the topic and field research, its limitations, and how the current study fits in the overall context of the body of knowledge. Reference [3] was cited by [13] as having said that: "There is little point in reinventing the wheel, the work that you do is not done in a vacuum, but builds on the ideas of other people who have studied the field before you. This requires you to describe what has been published, and to marshal the information in a relevant and critical way." Public Service Motivation (PSM) theory was defined [9] as "an individual predisposition to respond to motives grounded primarily or uniquely in public institutions." A study on intrinsic motivation and reputation factors in the public sector used methods of dynamic game involving an evaluator and government as a decision maker, applying the British Household Panel Survey in a qualitative research. The results confirmed that the public service motivation has great potential to improve delivery of service in public sector [17]. This study on the motivation of public sector employees was not framed in the African context, and did not directly relate to the environment in public sector organisations in Zambia. The public service motivation (PSM) as was investigated [20] in China and examined how PSM affected work attitudes in public organizations. The results indicated that commitment to public interest was the major determinant of job satisfaction, the next was attraction to policy making and lastly was self-sacrifice. This study was done in China. It may not be appropriate for the Zambian public servants. A qualitative study on motivation on a Municipality in Sarajevo revealed that women working in public sector were not preoccupied with concerns of losing employment, did not want to work long hours and seemed more satisfied in their jobs to compared to men [5]. In the study, there was no disclosure of the reasons why women

were more content in their jobs and why they did not fear losing their jobs and also their reluctance to work long hours. A Public Service Motivation in Germany. There are 15 motivational factors namely recognition [11], rewarding, feedback, commitment, responsibility, achievement, growth-career advancement, training, Interesting work, Important work, work-life-balance, participation, Interpersonal relationships, working environment and fairness. The findings did not clearly state which factors were more appealing and motivating between intrinsic and extrinsic factors among public service employees. The results from his study on the job satisfaction of secondary school teachers [7] in a district in the Southern province of Zambia indicated that female teachers were on average more satisfied with their pay, working conditions, relationships workmates, relationship with supervisors and work content than the male teachers. In this study, the reason why the female teachers seemed motivated by all the motivation factors that were evaluated in comparison to the male teachers were not stated.

2.1 Theoretical framework

The theoretical framework used in this study is the Public Service Motivation (PSM) theory by Perry and Wise. The PSM theory of motivation explains a range of factors that are considered responsible for influencing motivation of public service employees. Public Service Motivation (PSM) theory on motivation was first researched [8]. PSM was first defined by Perry & Wise as “an individual predisposition to respond [9] to motives grounded primarily or uniquely in public institutions”. This theory is specifically applicable to public sector organisations and deals with how persons employed in these institutions differently react to factors that influence them in terms of motivating them to put in extra effort to achieve excellent performance in delivery of public services or vice versa in the course of discharging their duties.

2.2 Conceptual framework

When conducting research, the process entails developing a conceptual framework, the rationale behind this process is to gain theoretical understanding from the underlying theory and translation thereof into meaningful practice. The framework must have a clear practical result for it to be useful and relevant [15]. As stated in 2.5, the theoretical foundation for this study is based on PSM theory [9] and some of the variables have been utilised to develop the conceptual framework for the study. The conceptual framework for this study is comprised of various variables with the independent variables used to give explanation or clarification of a dependent variable. The independent variables are stable and not affected by the other factors (dependent variable) that the study is attempting to measure. A typical example was based on age and gender as independent variables was used to estimate the life expectancy of a person. In this instance life expectancy is the dependent variable. The dependent variable depends on other or more determinant factors. The dependent variables are envisaged to change in line with alterations in the independent variables. The dependent variable is the outcome of the research or experiment [14]. An intervening variable was an assumed variable that was used to explain the causal relationship between the independent variable and the dependent variable. Intervening variables are not the main focus in the study but are used to help in explaining the phenomenon [16]. The conceptual model is illustrating that for motivation to occur, there has to be in place independent variables such as commitment, fairness, responsibility, achievement, work content, rewards, recognition [10], training, working environment,

team work, feedback and work-life balance. The motivating/intervening variables are the organisation’s regulatory standards (policies, procedures, regulations, rules and laws); education and experience of employees, personal beliefs and values (religion, social norms, culture, ethical values). The dependent variables are job satisfaction, improved job performance and good public service delivery. Therefore, for excellent work performance to be actualised the independent variables and intervening/motivating variables should interact to culminate into the dependent variables. The interpretation of the conceptual framework of this study is that, excellent public service delivery is dependent on employees who have reasonable education, able to understand their tasks, using their knowledge, skills and competences, and operating in good working environment where motivating factors exist. The motivating variables promote fairness and orderliness in the manner in which work is carried out, as well as promoting cultural and professional conduct among public service workers.

2.6.1 Conceptual framework model

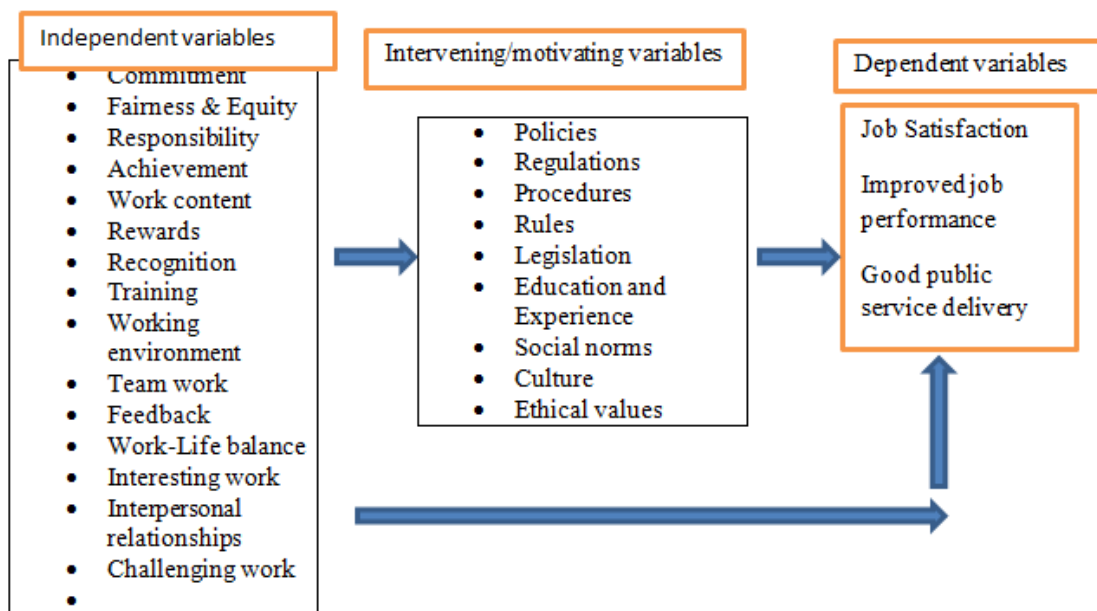


Figure 2.1: Source: Author’s own design

3. Research methodology

This study used the triangulation approach (mixed method) to examine and analyse the social cultural factors and the part that they play in affecting motivation factors in public service sectors in Zambia, specifically for TEVETA. This approach was used to help determine the kind of rewards [10] that could motivate governmental organisation staff at TEVETA. Also, to identify main motivators that could be employed to resolve motivation problems among employees at TEVETA. Furthermore, the approach will be in exploring measures to address motivation problems among employees at TEVETA. The triangulation or mixed method approach was used as a combination of quantitative and qualitative data collection and analysis techniques either parallel or sequential in one research design [12]. The triangulation approach for the research was not intended to replace either the qualitative or quantitative approaches to research, but to act as a reinforcement, with a clear understanding that

the two approaches can stand alone in their own right, remain relevant and useful. Furthermore, it was explained that the main reason for using the mixed methods to research was to gain from the strengths and mitigate the weaknesses of both the quantitative and qualitative research approaches [4]. A deductive approach to draw from the existing theories was used to come up with research questions and objectives. The implication is that theoretical assumptions that were used by the initial researcher will also be adopted for designing the framework of the current study so as to help in organising and directing the data analysis. Deductive approach is known for linking the study to the existing body of knowledge, hence aiding the researcher to have a starting point by providing an initial analytical framework. Designing a theoretical framework entails identifying the main variables, parts, themes and topics in the research and the expected relationships between the theoretical frameworks based on prior experience and the expected final outcome [19]. The inductive approach is involved first by starting the collecting data and followed by studying the data with the aim of identifying the themes that emerge which can then be tracked and concentrated on in the study. When inductive approach is being used for data collection [19], data analysis should be carried as and when it is being collected, so as to develop a conceptual framework that can be used as a guide for the following stages of the research work. This study adopted both the deductive and inductive approaches in researching the motivation problems affecting employees at TEVETA.

3.1 Population and Sample size

The sample size of 56 employees for the using the questionnaire as a quantitative component of this study, was determined using sample formula for the population of 68 employees of TEVETA, using simple random sampling, which is sampling under probability sampling. The employees were arranged on a list using their man numbers and these were then selected through a simple random. The formula for determining the sample size is published by the research division of the National Education Association referred to as Small Sample Techniques [12] is as follows: $s = X^2 NP (1 - P) \div d^2 (N - 1) + X^2 P (1 - P)$.

s = required sample size. X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841). N = the population size.

P = the population proportion (assumed to be .50 since this would provide the maximum sample size). d = the degree of accuracy expressed as a proportion (.05). The qualitative sample was arrived by using purposive sampling under judgemental sampling and this was the sample that consisted of the respondents that participated in the focus group interview discussions. Purposive sampling enabled the selection of participants that were likely to provide the richest information to facilitate in-depth analysis linked to the main issues being studied in the research [6]. Two focus group discussions were used to obtain qualitative information from the participants. The groups consisted of eight (8) employees. The researcher ensured that all employee grades and departments were represented in the sample.

3.2 Data collection

The questionnaire using the five-point Likert Scale from 5=Strongly Agree, 4=Agree, 3= Neutral, 2=Disagree, and 1= Strongly Disagree which consisted of a structured question to obtain standard responses was used. A

focus group interview guide was utilised to ensure proper and smooth flow of discussions with the respondents asked to respond based on their perceptions, opinions, beliefs, and attitudes on a specific subject [12].

4. Data processing and analysis

Data collected from the focus group interview discussions of TEVETA employees were analysed using the thematic approach. The themes the included 1. The kind of rewards [10] that can motivate public service employees; 2. The main motivating factors that can be used to address motivation problems among public service employees; and 3. The measures that can be utilized to address motivation problems among public service employees at TEVETA. Quantitative data was processed and analysed through the Statistical Package for Social Sciences (SPSS) to derive descriptive and inferential statistics. The statistical tests included the median test.

4.1 Findings and analysis

Quantitative data analysis is the numerical representation and manipulation of interpretations with the purpose of describing and explaining the phenomena that the examinations or observations reflect [1].

Table 4.1: Descriptive Statistics – Motivating factors

Findings and Analysis on rewards for motivating Public Service employees at TEVETA

Motivating factors	N	Min.	Max.	Sum	Mean	Std. D.
As a governmental organisation employee I am motivated by financial rewards	56	2	5	211	3.77	.853
As a governmental organisation employee I am motivated by Work-life-balance	56	2	5	226	4.04	.953
As a governmental organisation employee I am motivated by recognition	56	1	5	226	4.04	.953
As a governmental organisation employee I am motivated by interesting work	56	2	5	240	4.29	.780
As a governmental organisation employee I am motivated by training	56	1	5	239	4.27	1.087
As a governmental organisation employee I am motivated by career/promotion	56	1	5	230	4.11	1.021
As a governmental organisation employee I am motivated by work relatedness and commitment	56	2	5	238	4.25	.769
As a governmental organisation employee I am motivated by autonomy and responsibility	56	2	5	232	4.14	.841
As a governmental organisation employee I am motivated by cordial interpersonal relationships at work	56	2	5	238	4.25	.792
As a governmental organisation employee I am motivated by important work	56	2	5	228	4.07	.871
As a governmental organisation employee I am motivated by participation and team work	56	3	5	239	4.27	.674
As a governmental organisation employee I am motivated by good work environment	56	3	5	250	4.46	.631
As a governmental organisation employee I am motivated by fairness and equity	56	1	5	239	4.27	.863
As a governmental organisation employee I am motivated by achievement and challenging work	56	2	5	244	4.36	.645
Valid N (list wise)	56					

The results in table 4.6 in the order of ranking by highest mean scores and lowest standard deviation to indicate that employees at TEVETA are motivated by good working environment with mean of 4.46 and 0.631 standard deviation, achievement and challenging work with a mean of 4.36 and 0.645 standard deviation, participation and team work with a mean of 4.27 and 0.674 standard deviation, interesting work with a mean of 4.29 and 0.780 standard deviation, Fairness and equity with a mean of 4.27 and 0.863 standard deviation, training with a mean of 4.27 and 1.087 standard deviation, work relatedness with a mean of 4.25 and 0.769 standard deviation, interpersonal relationships with a mean of 4.25 and 0.792 standard deviation, autonomy and responsibility with a mean of 4.14 and 0.841 standard deviation, career progression and promotion with a mean of 4.11 and 1.021 standard deviation, recognition with a mean of 4.07 and 0.871 standard deviation, work-life balance with a mean of 4.04 and 0.953 standard deviation, important work with a mean of 4.04 and 0.953 standard deviation, and finally financial rewards with a mean of 3.77 and 0.853 standard deviation.

Table 4.2: Descriptive Statistics – Key motivators

Key motivators that can be used to address motivation challenges among Public Service employees at TEVETA:

Key motivators	N	Minimum	Maximum	Sum	Mean	Std. Deviation
The key motivator that can be used to motivate governmental organisation employees is career advancement/promotion	56	2	5	247	4.41	.708
The key motivator that can be used to motivate governmental organisation employees is training	56	2	5	261	4.66	.611
The key motivator that can be used to motivate governmental organisation employees is feedback and communication	56	2	5	247	4.41	.733
The key motivator that can be used to motivate governmental organisation employees is work-life-balance	56	2	5	240	4.29	.680
The key motivator that can be used to motivate governmental organisation employees is interesting work	56	2	5	236	4.21	.825
The key motivator that can be used to motivate governmental organisation employees is recognition	56	2	5	234	4.18	.897
The key motivator that can be used to motivate governmental organisation employees is financial rewards	56	2	5	236	4.21	.803
The key motivator that can be used to motivate governmental organisation employees is work environment	56	3	5	247	4.41	.626
The key motivator that can be used to motivate governmental organisation employees is interpersonal relationships	56	3	5	248	4.43	.657
Valid N (list wise)	56					

Table: shows that according to the employees’ responses the key motivators in order of ranking by highest mean

scores and lowest standard deviation and importance are training with a mean of 4.66 and 0.611 standard deviation, followed by interpersonal relationships with a mean of 4.43 and 0.657 standard deviation, next was work environment with a mean of 4.41 and 0.626 standard deviation, then career progression and promotion with a mean of 4.41 and standard deviation of 0.708, then feedback and communication with a mean of 4.41 and standard deviation of 0.733, next was work-life balance with a mean of 4.29 and 0.680 standard deviation, next was financial rewards with a mean of 4.21 and standard deviation of 0.803, next was recognition with a mean of 4.18 and 0.897 standard deviation.

Table 4.3: Measures to address motivation problems

Measures to address motivation challenges among Public Service employees at TEVETA

Measures to address motivation problems	N	Minimum	Maximum	Sum	Mean	Std. Deviation
The measure that addresses motivation problems in governmental organisation is introducing flexible time work schedules	56	2	5	222	3.96	.914
The measure that addresses motivation problems in governmental organisation is compensation and fair treatment of employees	56	2	5	251	4.48	.660
The measure that addresses motivation problems in governmental organisation is investing in training and staff development programmes	56	4	5	263	4.70	.464
The measure that addresses motivation problems in governmental organisation is developing career progression and succession plans	56	3	5	259	4.63	.620
The measure that addresses motivation problems in governmental organisation is arranging and fostering team building activities	56	3	5	246	4.39	.623
The measure that addresses motivation problems in governmental organisation is formally appreciate employees contributions	56	1	5	246	4.39	.824
The measure that addresses motivation problems in governmental organisation is introducing performance related pay structures	56	3	5	247	4.41	.708
The measure that addresses motivation problems in governmental organisation is providing good work environment and resources required for completing tasks	56	1	5	253	4.52	.809
Valid N (list wise)	56					

According to the employees’ responses in table above arranged in the order of highest mean scores and lowest standard deviation, it was indicated that the measures to address motivation problems were Training and Staff development with a mean of 4.70 and 0.464 standard deviation, next was career progression and having succession plans with a mean of 4.63 and 0.620 standard deviation, next was provision of conducive work environment and resources for doing tasks with a mean of 4.52 and 0.809 standard deviation, next was giving good compensation and fair treatment with a mean of 4.48 and 0.660 standard deviation, next was introduction of performance related pay with a mean of 4.41 and 0.708 standard deviation, next was fostering team building

activities with a mean of 4.39 and 0.623 standard deviation, followed by appreciating employees' contributions with a mean of 4.39 and 0.824 standard deviation, and finally allowing flexible time schedules with a mean of 3.96 and 0.914 standard deviation.

4.2 Qualitative and data presentation and analysis

Focus group discussions (FGD) were conducted in two groups, for the purpose of this study and were referred to as group A and group B. The following questions were used to guide the focus group discussions: which of the factors from the list below (a) to (o), do you think are important in your job at TEVETA and to what extent do they influence your motivation? Discuss and explain the reasons behind your choices: a) Relatedness/commitment, b) Achievement/challenge/goal-setting c)responsibility/ autonomy, d) Growth (training), e) Interesting work, f) Important work, g) Participation, h) Fairness, I) Work-life balance, j) Rewarding, k) Recognition, l) Feedback, m) Interpersonal relationships, n) Growth (career advancement), o) Working environment.

5. Conclusions and recommendations

The findings have indicated that the employees are more likely to be motivated by intrinsic motivation factors such as good working environment, achievement and challenging work, participation and team work, interesting work, fairness and equity, training work relatedness, interpersonal relationships, autonomy and responsibility, career progression and promotion, recognition, and work-life important work, financial rewards and recognition [10]. On average the findings indicate that as much as the employees can be motivated by intrinsic factors the responses from all the employees show that extrinsic factors such financials rewards were important though these did not rank as a first priority.

5.1 Recommendations

Good conditions of service should consider and recognise the human factors. This because at work you can do all you can but without the taking into account the person, you can have the best environment, surroundings, but if the human aspect of it is missing, you can even have the best tools but employees will still not be motivated. The first step is to address the factoring to do with the person- the human being, it is very critical. At the end of the day, everything that is designed in terms of conditions should be centered round the human being. Then secondly, it should now come to issues of the tools, resources and equipment need to do the work in addition to safety.

5.2 Limitations of the study

The direction for future research on PSM in Zambia is to extend the study to all governmental bodies and scaling it up to a national level despite the concession in the responses were provided based on the general perspective, so that all government entities should be part of the study population. Furthermore, the gaps in this study should be identified with a view of addressing them in future research on this topic.

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Appendix 1

Table for Determining Sample Size from a Given Population

Table 5

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note. – *N* is population size. *S* is Sample size.

Source: Krejcie, R. V. & Morgan, D. W. (1970) “Determining Sample Size for Research Activities.”

Part A (Use X to mark your responses): As a governmental organisation employee you are motivated by the following factors:

Table 6

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
1	Being offered competitive financial rewards relative to rival organisations					
2	Having life Work-Life balance arrangements					
3	Recognition of your effort and contribution towards achieving organisation goals					
4	Having Interesting work to keep you engaged					
5	Availability of training opportunities to help you improve your work performance					
6	Being given chances for Career advancement/ promotion					
7	Work relatedness and commitment.					
8	Being given the some degree of Autonomy in the execution of tasks and Responsibility					
9	Managers/ supervisors giving you frequent feedback and communication on your performance					
10	Existence of Cordial Interpersonal relationships with colleagues at work					
11	Knowing that the tasks assigned are part of the Important work of the organisation					
12	Your active Participation and team work as a group members is flourishing					
13	You are provided with Good work environment					
14	Fairness and equity are practiced at work					
15	You value your Achievement of tasks and challenging work is allocated to you					

Part : Key motivators that can be used to motivate governmental organisation employees:

Table 7

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
1	Supporting Career advancement/ promotion					
2	Provision of Training					
3	Giving regular Feedback and communication					
4	Accommodating Work-life balance					
5	Offering Interesting work					
6	Giving Recognition for good performance					
7	Giving better Financial rewards					
8	Good Work environment					
9	Better Interpersonal relationships					

Part C

The measures to address motivation problems in governmental organisations:

Table 8

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
1	Introduce flexible time work schedules					
2	Fair compensation & treatment of employees					
3	Investing in training and staff development programmes					
4	Develop career progression and succession plans					
5	Arrange and foster team building activities					
6	Formally appreciate employees' contributions					
7	Introduce performance related pay structures					
8	Provision of conducive environment and resources required for completing task					