

THE UNIQUE FACTORS AFFECTING EMPLOYEE PERFORMANCE IN NON  
PROFIT ORGANISATIONS

by

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## DECLARATION

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I declare that "The unique factors affecting employee performance in non-profit organisations" is my own work and that all the sources that I have used or quoted have been indicated and acknowledged by means of complete references.



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C. Tinofirei

18 APRIL 2012

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Date

## ACKNOWLEDGEMENTS

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I would like to thank God, for through Him, all things are possible.

I dedicate this degree to the following people who have made me who I am and have walked with me in one way or another through this journey:

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Michelle, this one is for you. Work hard, never stop dreaming and believing.

## SUMMARY

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The research explored unique performance enhancing or inhibiting factors among Zimbabwean employees in non-profit organisations in Harare.

Two research questions were formulated: *“Are there unique work ethics inherent in employees in the non-profit sector?”* The second research question is *“What unique variables motivate and affect workers in the non-profit sector?”* The hypothesis assumed was that *“the workplace performance of employees in the non-profit sector is affected by and dependent on unique factors that apply in the non-profit sector and not in profit sectors”*.

The analysis of the research sample identified unique performance factors: demotivation due to the absence of automatic promotions for high performing employees; opportunities for the advancement of employees through a policy of competitive recruitment and growth opportunities for local staff who can apply for international positions within the organisation.

The hypothesis was accepted. The researcher recommended that non-profit organisations use creative sector-specific approaches to motivate employee performance.

**Key words:** *performance, employee performance, performance management, productivity, motivation, unique motivating factors, Zimbabwe, non-profit organisations, public organisations, non-governmental organisations.*

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# CHAPTER 1

## INTRODUCTION AND OVERVIEW

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### 1.1 INTRODUCTION

The purpose of this research is to evaluate the factors that affect employee performance in non-profit organisations. The exploratory study was conducted within the Zimbabwean context. This chapter provides a background and stimulus for the research. It also indicates the scope of the research and evaluates the research problem and sub-problems. The research objectives are clarified and a brief description is given of the methodology used.

What are the factors that motivate different people to perform at their very best in the working world? Could their level of education, the kind of job they are doing or perhaps the prospect of future benefits in their chosen career plan affect their attitude towards their work efficiency? Are people content in their particular chosen career or, as is common in Zimbabwe, just grateful to have the job they have, where unemployment levels currently hover over 90% (Herbert 2009: online; ILO [International Labour Organisation] 2008: online; OCHA [Office of the Coordinator of Humanitarian Affairs] 2010: online)?

These are some of the aspects that will be explored through the research in this exploratory study.

## 1.2 BACKGROUND AND STIMULUS FOR THE RESEARCH

There are parallels between the fields of Public Administration and non-profit organisations. For example, public service organisations such as government ministries or departments, do not strive to generate profits. This also applies to humanitarian organisations such as the United Nations. Such organisations seek funding from the public through taxes, philanthropists or subscriptions from member nations. No profit is generated but allocated funding is ultimately accountable to the donors or member states. In government ministries, elected public officials who head various ministries are accountable to the public who elected them as parliamentarians, senators or councillors. Plas and Lewis (2001: vii-xiv) concluded in their research conducted in non-profit organisations that, while government agencies are not typically categorised as non-profit organisations, people who work within local, state and federal units often share some of the same concerns with those who work within mainstream non-profit organisations.

“According to US laws and statutes, non-profit organisations include churches, public schools, public charities, public clinics and hospitals, political organisations, legal aid societies, volunteer services organisations, labour unions, professional associations, research institutes, museums, and some governmental agencies”  
(Code of Federal Regulations 1956: online).

According to the definition above, there are various organisations that can be classified into three main groups of non-profit organisations. These three groups of non-profit organisations will now be explained, in order to clearly define the targeted respondent group in this research. Plas and Lewis (2001: xii) distinguish between three categories of non-profit organisations, as “...groups that do not generate revenue in excess of expenses as profit,” namely:

### **Group 1 – Social service agencies**

Social service agencies are tasked to respond to certain community and national needs, usually human development related crises. Such agencies are generally funded by membership fees, grants or donations from individuals, businesses or philanthropists. Examples of such organisations include the local or international humanitarian non-profit organisations such as Care International, the United Nations, Solidarités, Padare and community based organisations (CBOs) such as the Midlands Aids Service Organisation (CARE 2010: online; United Nations 1997: online; Solidarites 2010: online; PADARE 2010: online; MASO 2008: online).

### **Group 2 – Trade or professional organisations**

Trade and professional organisations strive to enhance their identity and mission, while encouraging quality control among members. Such organisations may also involve themselves in legislative lobbying to effect laws that are linked to organisational professions. The Law Society of Zimbabwe (LSZ), the Zimbabwe Lawyers for Human Rights (ZLHR) and the Zimbabwe Association of Doctors for Human Rights (ZADHR), are examples of some professional groups (LSZ 2009: online; ZLHR 2008: online; ZADHR 2009: online).

### **Group 3 – Government and municipal agencies**

Government and municipal agencies have the responsibility of implementing laws and public policies. Policies emanate from duty-bearers such as ministries, parliamentarians, provincial, regional or local municipal leaders. Funding is provided through payment of rates, taxes and levies by citizens, residents and businesses (Plas & Lewis 2001:xii).

The aim of this study is to explore the unique factors that affect employee performance in the context of staff employed in the social service non-profit sector in Harare, Zimbabwe. This study focuses on local employees of international humanitarian organisations as

defined in group 1 above and hopes to contribute positively to the field of Public Administration and Management. This will be achieved by understanding the motivating factors of staff who work to provide public service delivery which is “economic, efficient and effective” in promoting policies affecting the general welfare of a country’s citizens (Cloete 2008:118).

### **1.2.1 Zimbabwean context**

Of the 16 years of work experience of the researcher, the latter 10 have been spent working in the non-profit sector. Having discussed individual workplace performance and motivation with colleagues and associates, the researcher speculates that the reasons that motivate workers in a particular sector or for a particular employer have changed significantly over the years. These reasons have evolved from the phase of securing the very first job, in order to gain working experience. As colleagues matured they were concerned about remuneration and how much earning power they could have.

The focus on job satisfaction is a form of self-actualisation as inferred by Abraham Maslow in his “Theory of Human Motivation” paper of 1943 (Dresang 2009:84-5; Maslow: 1943:370-96; Rabin, Teasley, Finkle, & Carter 1985:156). Maslow theorised that self-actualisation is the stage in life where much deeper fulfilment is sought. This theory will be evaluated in relation to Zimbabwean non-profit organisations, within the context of the research period that will be discussed next.

### **1.2.2 Context of the research period**

Zimbabwe has experienced significant socio-political and economic changes over the past 10 years (Bird & Prouse 2008:1-28; Bracking & Sachikonye 2006: online; Crush & Tevera 2010:12-14; IRIN Africa 2009: online). This steady decline culminated in the eventual collapse

of the country's own currency in 2008. Inflation, according to a hyperinflation index developed by Steve Hanke, a professor of applied economics at John Hopkins University, was estimated at "6.5 quindeillion novemdecillion percent". This is 65 followed by 107 zeroes.

The instability of a rapidly falling currency had a negative impact on salaries, savings, pensions, employment availability and standards of living for Zimbabweans (All Africa 2009: online; Alwang, Mills & Taruvinga 2002:3-11; Bjurek 2000:463-479; Chetsanga 2003: online; Makina 2007: online).

The year 2009 heralded the relaxation of foreign exchange restrictions, culminating in the adoption of a multi-currency system at the beginning of 2009. Worker salaries are now denominated in United States dollars bringing much needed stability to employee's salary earnings, savings and the country's inflation levels (BBC 2009: online; BBC News Africa 2009: online; NY Times 2009: online; Raath 2009: online).

This research was conducted soon after this transitional phase and the unique scenarios and factors present during that time are included and considered in the research. These aspects will be evaluated and analysed in Chapters Four and Five where the results are presented and analysed.

Presently, Zimbabwe still has a long way to go in terms of sustainable social and economic stability, in the researcher's opinion. The researcher endured the period from 2007 to 2009 when supermarkets and shops were almost completely empty of all basic food and clothing items, when there were cash shortages and when people could not budget or plan for longer than the current day due to constantly changing inflation driven prices. It is a welcome change to

have adequately stocked shops and access to cash that does not lose value overnight.

Following the March 2008 parliamentary, senate and presidential elections, there was no clear winner for the presidency. An election run-off was scheduled for June the same year, which resulted in an impasse by the two main political parties, the Movement for Democratic Change (MDC) and the Zimbabwe African National Union Patriotic Front (ZANU-PF) (Cutler 2008: online).

Each political party claimed victory at each of the two polls held (Burgis 2008: online; CBC News 2008: online). This inevitably resulted in suffering for many of the citizens of Zimbabwe, including the researcher who witnessed how quickly a country can degenerate into chaos due to political uncertainty (Al-Samarrai & Bennell 2006:1-4; Alwang *et al* 2002:3-11, Bird & Prowse 2008:1-34; Crush & Tevera 2010:24; UNDP Zimbabwe 2008:34-7).

Following the June run-off election, negotiations for a lasting and mutually agreeable solution between the political parties were brokered by selected Southern African Development Community (SADC) countries Mozambique and Zambia, led by South Africa (EISA(a) [Electoral Institute for the Sustainability of Democracy in Africa] 2008: online; EISA(b) 2008: online). This culminated in the signing of the Global Political Agreement (GPA) which essentially formed a Government of National Unity (GNU) consisting of the political parties that had participated and won parliamentary seats in the two polls held in March and June 2008 (Chigora & Guzura 2011:20-26).

The GPA, in essence, is a temporary compromise that was in the interests of restoring peace and stability to Zimbabwe, while constitutional reforms were carried out under a power-sharing agreement. In the researcher's opinion, the compromise was

necessary to help usher in a peaceful and favourable environment for constitutional and electoral reforms. This in turn would stimulate industry and the business sector and generate income for the country. The GPA also allowed businesses to trade again in a more predictable environment (BBC 2009: online; Chigora & Guzura 2011:20-26; UNDP Zimbabwe 2008:30-7).

In June 2011, there were talks of holding elections before December 2011, but no definite dates were agreed upon by all the principals in the GPA. Some indications from the Southern African Development Committee headed by President Jacob Zuma of South Africa are that elections may be held in 2012 (Chitemba 2011: online; Maodza 2011: online; The Zimbabwe Mail 2011: online).

In the researcher's opinion, the socio-economic challenges in Zimbabwe have been temporarily and partially solved by the availability of goods and services in the market. Unemployment is estimated at around 94% (UNDP Zimbabwe 2008:30-7). Long term development is still required to bring the country back to acceptable remuneration levels and standards of living that are equitable for each level of worker and accessible to the whole population, regardless of an employee's job sector. The above context brings rise to limitations of this research which are detailed next.

### **1.2.3 Limitations of the research**

This research was conducted in February 2009, soon after Zimbabwe suspended the use of the Zimbabwe dollar as the country's official currency, and converted to the use of United States Dollars. A survey conducted in more stable times may be able to clearly indicate performance and motivation drivers that are not influenced, to a large extent, by socio-political and economic influences. Additionally, a survey conducted when significant disparate differences in salary do

not exist between sectors may also yield better insight into the variables that affect employee performance in non-profit organisations in Zimbabwe.

Other limitations are the limited scope of the dissertation and the duration of research which is in partial fulfilment of a coursework-based Master's degree. Due to inaccessibility to employees in other geographical locations or organisations, the replicability of these results cannot be assured (Collis & Hussey 2009:65; Hardy & Bryman 2009:77-80). In Zimbabwe, the researcher found no recent baseline study (Collis & Hussey 2009:230-50; Punch 2005:127-30, 248) that could serve as a basis for comparison for the humanitarian non-profit sector in Zimbabwe.

#### **1.2.4 Previous studies**

Much has been written on employee performance within the fields of Psychology, Human Resources Management, Performance Management, Stress Management or Social Behavioural Studies. The stated factors that affect employee performance include motivation, leadership styles, remuneration, benefits, training, the internal environment, mentoring, and initial recruitment policies, among others (Armstrong & Murlis 2004:3-9; Becker, Antuar & Everett 2011:255-71, Cheminais, Bayat, van der Waldt & Fox 1998:53-164; Dresang 2009:3-7, 165-180; Gibson 1990:104-17; Grobler, Warnich, Carrel, Elbert & Hatfield 2006:9-11, 20-30, 206-223, 300-326; Holland & Ritvo 2008:288-300; Mc Donald 2007:256-337; Nieto 2006:7-11, 107-153; Plas & Lewis 2001:vii-xvi; Moore 1985:108-211; Rabin *et al* 1985:10-14, 173-187). These studies will be further elaborated upon in Chapter Two of this dissertation with a focus on the non-profit sector.



### **1.3 SCOPE OF RESEARCH**

The survey is based on a research population of 127 staff working in 18 non-profit organisations. These 127 staff members received the structured questionnaire and 103 completed and returned the questionnaire. Of this respondent group of 103 employees, 20 additionally participated in a group discussion while another seven staff were interviewed on a one-on-one basis. The study was conducted over a three-month period from February to April 2010.

While the reasons for conducting the survey are discussed next, the sample size and composition are discussed in detail in Chapter Three.

#### **1.3.1 Rationale for the study**

The researcher decided to conduct research on employee performance in the non-profit sector, having worked as an Administrator in this sector since 2002. As an administrator with a supervisory role, the management and leadership of supervisees are key functions for the researcher. Drawing on this experience, the researcher noticed that there are no local segregated baseline data to assist the non-profit sector with salary or performance evaluation surveys. The present situation is that data must be collected manually from similar organisations within the sector. Sourcing this information is time-consuming and inconsistent due to the diverse methods of measurement that each organisation utilises. It is hoped that this initial study will stimulate interest and debate. This can lead to a harmonised approach to employee performance in non-profit organisations.

Employee performance management is closely associated with human behaviour. This study lends itself to various Motivational

Theories. These theories include Bennis' Participatory Management; Deming's Total Quality Management; Mayo's Hawthorne Effect; McClelland's Motivational Needs (Armstrong & Murlis 2004:66-7; Cheminais *et al* 1998:85; Dresang 2008:156); Maslow's Hierarchy of Needs (Maslow 1954:236) and McGregor's theory X and Y (Armstrong & Murlis 2004:67-8; Cheminais *et al* 1998:155-6; Dresang 2009:9, 86-92; Moore 1985:111-2; Rabin *et al* 1985:156). These theories will be discussed in more detail in Chapter Two.

## **1.4 RESEARCH QUESTION**

The research question has been formulated as follows: "What are the unique factors that affect employee performance in non-profit organisations?"

### **1.4.1 Research sub-questions**

The research sub-questions that are linked to the main research problem above are as follows:

- Are there unique work ethics inherent in employees in the non-profit sector?
- What unique variables motivate and affect workers in the non-profit sector?

These questions will be analysed and explored in greater detail in the chapters that follow.

## **1.5 RESEARCH OBJECTIVES**

The objectives of this research are summarised as follows:

- To decipher the unique factors that affect employee performance in non-profit organisations.
- To investigate if there are unique work ethics inherent in employees in the non-profit sector.
- To explore what unique variables motivate and affect workers in the non-profit sector.

## **1.6 HYPOTHESIS**

The hypothesis assumes that the workplace performance of employees employed in the non-profit sector is affected by and dependent on unique factors that apply more frequently in the non-profit sectors than other sectors.

This research aims to evaluate if unique factors do exist and to what extent they contribute towards heightened or poor performance of employees within the non-profit sector.

Certain terms that are used widely in this research are explained as they apply to the context of this study.

## **1.7 TERMINOLOGY**

### **1.7.1 Non-profit organisations**

“Groups [or organisations] that do not generate revenue in excess of expenses as profit” (Plas & Lewis 2001:xii).

“The non-profit organisation exists to bring about change in individuals and in society” (Drucker 2001:3).

“A non-profit organisation works to help people in some way rather than to make a profit” (Macmillan English Dictionary for Advanced Learners 2007:1015).

For the purpose of this dissertation, the researcher’s definition will be as follows: The non-profit organisations’ primary purpose is to bring about positive developmental interventions in society, with a focus on marginalised communities and without profit as a motive.

### **1.7.2 Performance**

“...performance is associated with quantity of output, quality of output, timeliness of output, presence / attendance on the job, efficiency of the work completed [and] effectiveness of work completed” (Mathis & Jackson 2009:324).

“The standard to which someone does something such as a job or examination” (Macmillan English Dictionary for Advanced Learners 2007: 1109).

“Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed” (Business Dictionary 2010: online).

For the purpose of this dissertation, the researcher’s definition will be as follows: Employee performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer.

### **1.7.3 Performance management and measurement**

“Performance management is a systematic approach to tracking individual performance against the targeted objectives of the organisation, and identifying strengths and opportunities for improvement” (Smith & Mazin 2004:42).

“Performance management is the means by which managers ensure that employee’s activities and outputs are in line with the business’s goals” (Noe, Hollenbeck, Gerhart & Wright 1997:196).

Performance measurement is the “Processes involving managers, individuals and teams based on shared understanding, which define performance and contribution expectations, assess performance against those expectations, provide for regular and constructive feedback and inform agreed plans for performance improvement, learning and personal development” (Armstrong & Murlis 2004:8).

According to Gibson (1990:58), “...performance is measured in terms of productivity, job satisfaction, turnover and absenteeism.”

For the purpose of this dissertation, the researcher’s definition will be as follows: Performance management or measurement refers to the on-going means by which an organisation monitors, documents, corrects or rewards individual and collective employee performance in an organisation, using various tools.

### **1.7.4 Productivity**

“Productivity is the efficiency with regard to the conversion of physical inputs [labour and capital] into physical outputs [goods and services]” (Rabin *et al* 1985:10-11).

Productivity means “to produce more output with equal or fewer inputs” (Walter & Walters 2010:2).

Productivity has also been defined as “...the rate at which goods are produced, especially in relation to the time, money and workers required to produce them” (Macmillan English Dictionary for Advanced Learners 2007:1183).

For the purpose of this dissertation, the researcher’s definition will be as follows: Productivity is the sustained rate at which employees are achieving the agreed minimum outputs of work as agreed to within an organisation.

#### **1.7.5 Motivation**

Motivation – “The influences that account for the initiation, direction, intensity and persistence of behaviour” (Bernstein 2008:299).

Motivation “is a feeling of enthusiasm or interest that makes you determined to do something” (Macmillan English Dictionary for Advanced Learners 2007:975) or “...energises, directs and sustains behaviour” (Perry & Lyman 1982:89).

Motivation also “...has to do with the forces that maintain and alter the direction, quality and intensity of behaviour” (Kelly 1974:279).

A motive is “a reason or purpose for behaviour” (Bernstein 2008:299).

For the purpose of this dissertation, the researcher’s definition will be as follows: Motivation refers to the combined personal, social, organisational and inherent factors that drive an employee to perform to agreed job standards or exceed these, on a continual basis.

The array of definitions imply that employee performance, performance management, productivity, and motivation are complex fields that depend as much on individual psychosocial factors, local influences and the macro environment, as on organisational culture. Themes that are common in the above definitions as they pertain to employee performance, performance management, productivity, and motivation, include:

- Directed and sustained effort
- Successful completion or quality of effort to a high standard
- Efficiency in terms of the costs and time utilised
- An enabling environment is required
- The need for clear pre-defined goals and objectives
- Evaluation of output against the pre-defined tasks
- Initial selection of the right people for the goals

These themes will now be summarised to provide a working definition of employee performance.

#### **1.7.6 Summarised definition of employee performance**

Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organisation, to pre-defined acceptable standards while efficiently and effectively utilising available resources within a changing environment.

### **1.8 RESEARCH METHODOLOGY**

The research methodology is briefly mentioned here but will be presented in fuller detail in Chapter Three.

### **1.8.1 Variables to be considered**

The independent variable in this study is the employee. The influencing dependent variables are performance, unique factors and the non-profit sector.

### **1.8.2 Summary of the research methodology**

The research design is an exploratory cross-sectional study which was conducted by the researcher over a three-month period from February to April 2010 in Harare-based non-profit organisations (Collis & Hussey 2009:77-8, 333; Cronje *et al* 2001:22; Du Plooy 2002:85; Hardy & Bryman 2009:4-5, Saunders, Lewis & Thornhill 2009:155). This type of study takes place at a single point in time and can lead to a longitudinal study. A longitudinal study compares data and results over several defined times within a longer term period, such as employee performance evaluation over a two year period (Collis & Hussey 2009:77, 333). The accessible sample of 127 persons was defined as any Zimbabwean based worker currently employed at any level and under any contract type in a social service non-profit organisation. Research data can be collected using qualitative or quantitative approaches and a distinction of each will now be made.

#### **1.8.2.1 Qualitative and Quantitative data**

Quantitative data is defined as “any data collection technique (such as a questionnaire) or data analysis procedure (such as graphs or statistics) that generates or uses numerical data” (Saunders *et al* 2009:151). Qualitative data is “a synonym for any data collection technique (such as an interview) or data analysis procedure (such as categorising data) that generates or uses non-numerical data”



(Saunders *et al* 2009:151). A mixed model research model “combines quantitative and qualitative data collection techniques and analysis procedures as well as combining quantitative and qualitative approaches at other phases of the research” (Saunders *et al* 2009:153). Easterby-Smith, Thorpe & Jackson (2003:105-15) and Punch (2005:4) also detail a similar definition of qualitative and quantitative data collection and presentation methods, clarifying on the links of numerical data to a quantitative approach while qualitative approaches refer to non-numerical methods of collection and presentation such as discussions and interviews.

The researcher chose a mixed method approach by using quantitative methods through administering of the questionnaire, as well as a qualitative approach by interviewing respondents and reviewing existing literature (Bryman 2006:97-100; Easterby-Smith *et al* 2008:105-15). Saunders *et al* (2009:154) define triangulation as the “use of two or more independent sources of data collection methods to corroborate research findings within a study.” By using a questionnaire, interviews and focus groups to collect data during this research, this allowed for a broad collection base of available data, as well as triangulation of results that can be cross-verified and complemented using the different collection techniques (Saunders *et al* 2009:154). This is contrary a single data collection method that may reduce comparability of results and only provide a limited dimension of research results (Bryman 2006:97-113, Saunders *et al* 2009:151; Tashakkori & Teddlie 2003:9-51, 671-712).

A structured and pre-tested questionnaire was used to gather primary level quantitative and qualitative data. Additional qualitative data were collected through a discussion session and face-to-face interviews. Secondary data emerged from literature reviews. An in-depth description of the steps in the research process that was followed is indicated in Chapter Three.

The analysis of the collected information as well as a contrast to a published paper on non-profit employee's performance management (Becker *et al* 2011:255-271), form part of the research results of this dissertation. The collected data were analysed together with literature detailed under the literature review in Chapter Two. Detailed steps in the procedure of data analysis are presented in Chapter Three.

The ethics requirements of the University of South Africa (UNISA) have been met in the following manner:

- The UNISA policy on ethics has been followed and applied.
- The research was conducted through interviews, questionnaires and discussion sessions.
- Ethical considerations of the study and of the protection of sensitive information in relation to employers were noted and all attempts were made not to infringe on them.
- Confidentiality was maintained and an overview of respondents' answers will be published that cannot be traced back to individual respondents.
- Anonymity was maintained in all respects.
- Informed consent was obtained from the respondents – they were made aware that the information sought is to be used in a research project.
- Voluntary participation was ensured after respondents had been fully informed – a paragraph documenting consent is also included in the questionnaire.

The following section is an outline of the chapters included in this dissertation.

## 1.9 DIVISION OF CHAPTERS

**Chapter One** provides an introduction to the background and stimulus for this dissertation. The scope and context of the research are defined, and the research question and sub-questions stated. The key research objectives are stated together with a brief discussion of the methodology, and thereafter the limitations of the research are discussed. Chapter One concludes with a summary of the four chapters to follow.

**Chapter Two** reviews the literature pertaining to the theme of employee performance. Founding theories, models and studies are explored and evaluated against recent studies in employee performance.

**Chapter Three** is a detailed description of the research methodology utilised in the study. Information on the design of the questionnaire and formulation of the research questions is detailed. The basis of selecting the respondent group is indicated together with a review of the steps taken in collecting, recording, collating, analysing and presenting the data.

**Chapter Four** presents the results and conclusions of the study. The results are evaluated against actual data collected during the research and contrasted with the research question and hypothesis.

**Chapter Five** analyses the limitations of the study and provides recommendations for future study. This chapter concludes the research report.

## **1.10 CONCLUSION**

The aim of this study is to explore the unique factors that affect employee performance of staff employed in non-profit humanitarian organisations, which are defined as falling in the social service non-profit sector. This will be achieved by understanding the motivating factors of staff who work to provide such public service delivery.

This chapter provided a background and stimulus for the research. The scope of the study as well as the research question and sub-problems were identified. The research objectives were stated as follows:

- To decipher the unique factors that affect employee performance in non-profit organisations.
- To see if there are unique work ethics inherent in employees in the non-profit sector.
- To explore what unique variables motivate and affect workers in the non-profit sector.

A list of the recurrent terminology used in this dissertation was presented as well as a brief summary of the research methodology and summaries of the chapters to follow. The next chapter provides a review of the literature, theories and models regarding employee performance.

## CHAPTER 2

### MOTIVATIONAL THEORIES AND PERFORMANCE MANAGEMENT FACTORS

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#### 2.1 INTRODUCTION

This chapter will explore the available literature in the area of employee performance. The theory of participatory management as it relates to employee-employer relations is discussed. Total Quality Management (TQM) and the Hawthorne Effect are presented to provide a background to the possible influence of environmental factors in employee performance. The Motivational Needs theories are also evaluated on how motivation may affect individual employee's work style, attitude and performance traits. Complementary Human Resources Performance Management factors that pertain to performance evaluations, remuneration, leadership style, career movement and the employee's role in managing performance and motivation are discussed. Further contrast is made to a published research paper on performance management in a non-profit organisation. The chapter ends with some insights into the personal factors that influence and affect individual employee behaviour.

Various theories proposed by Warren G. Bennis, W. Edwards Deming, Elton Mayo, David C. McClelland, Abraham Maslow and Douglas McGregor, are discussed. General human resources performance management factors such as evaluations, remuneration, leadership style and career movement, which relate to founding theories proposed prior to 1970, are also explored. These are evaluated in this research as to what extent they affect or

complement the various performance, motivation and management theories that are discussed further on in this chapter.

The employees' role in how they manage their own performance is also reviewed (Armstrong & Murlis 2004: 60-68; Cheminais *et al* 1998: 157,192; Cronje *et al* 2001: 154-6; Swanepoel *et al* 1998: 510). Employees focus on different aspects of their lives such as security, belonging or prestige, depending on their stage in life and what they deem important at that time. Maslow's theory will be discussed in detail further on in this chapter under section 2.3.5.

This research seeks to explore if and how these theories and human resources management factors assist in providing insight into identifying unique variables which may affect employee performance in the non-profit sector. The social, economic and political contexts of the study are discussed in chapter one under section 1.2.1 and throughout the research.

## **2.2 EMPLOYEES AS ORGANISATIONAL RESOURCES**

An organisation will invest in specific human resources in order to meet its objectives. An employee requires continual reassessment, evaluation and capacity building within the work context. This is to sustain performance at the expected level or surpass organisational expectations. A human resource is not an inanimate object. Human beings have feelings, emotions, opinions and frames of reference that are unique to each and every individual (Cheminais *et al* 1998:192; Cronje *et al* 2001:154-5, Dowling, Festing & Engle 2008:110-120).

Reassessment, evaluation and capacity building of individuals should therefore be interactive and participatory and strive to give information as well as elicit feedback between the employer and the

employee (Armstrong & Murlis 2004:252-69; Becker *et al* 2011:255). Over the course of a lifetime within formal employment, people experience physical, social and psychological influences that are as varied as they are complex. These require creative and effective approaches in addressing them as a sustained intervention (Cheminais *et al* 1998:158; Cronje *et al* 2001:454-5, Dowling *et al* 2008:267-285).

Using an example from the researcher's own work environment, employee recruitment is conducted for a particular position based on the immediate needs and circumstances that are in existence within the organisation. Over time, the initial drive that the employee has in a new job may begin to wane. This requires revitalisation through refresher training, expanded exposure to complementary roles or reassignment to a different role due to changing organisational or personal aspects. Systematic and sustained periods of counselling or mentoring may also positively impact on the employee and result in a revitalisation of morale and enhancing positive attitudes towards work outputs (Cronje *et al* 2001:470, Dowling *et al* 2008:267-285).

The above example requires the organisation's management, through the Human Resources Manager, to creatively address the above issues and take preventive or corrective action that is ultimately in the best interests of the organisation. This may include mentoring, re-training, re-assignment, promotion, suspension, demotion, retrenchment, early retirement before the gazetted retirement at age 65 or dismissal (Cronje *et al* 2001:455; Labour Act of the Republic of Zimbabwe [*Chapter 28:01* of 2006: Section 4 (13)]). These are all acceptable interventions that an organisation can make and are congruent with Zimbabwe's Labour Act Chapter 28:01 of 2006.

The management of employees on matters concerning performance can result in highly complex and emotion-filled decisions. Motivation of the employee is an important factor that may ensure that

employees remain focused on the organisation's goals and objectives. This includes work-based and external training, employee participation in the organisation's decision-making, remuneration, perquisites and benefits, the physical environment, challenging work, individual growth and personal development among other creative employee performance enhancing approaches (Armstrong & Murlis 2004:11; Cheminais *et al* 1998:157-63, 171-6, 189-91; Dowling *et al* 2008:161-175, 109-118, 267-285, Grobler *et al* 2006:140-1, 350-365).

The next paragraphs provide descriptions of the theories and approaches in employee performance that explore the factors that may affect employees as organisational resources. Some comparative insights based on a recent study conducted in Australia will now be given.

### **2.2.1 Employee performance management in a non-profit organisation – a comparative case study**

In volume 21 number 3 of the Non-profit Management and Leadership journal, Becker *et al* (2011:255-271) published a research article based on “implementing a performance management system in a non-profit organisation.” The research investigates how performance management in a non-profit organisation “can be introduced and used effectively...to benefit staff and the organization.” As stated by Becker *et al* (2011:255),

*“The goal of this research was to analyse the development and implementation of a performance management system in a non-profit organization to assess the extent to which general performance management principles and approaches can be applied to a non-profit context. The findings identify some critical elements of successful development and implementation of a performance management system for non-profit organizations.”*



The published article above contains aspects that are similar to the themes in this dissertation, and will be utilised to provide perspective, a means of comparison, as well as supporting the literature review. Becker *et al* (2011:156) focus on the following areas of commonality within the performance management process:

- learning, skills and career development.
- Importance of consultation and feedback between management and staff
- effective employee/employer relationships
- job satisfaction, retention and motivation
- applicability of general HRM policies from the profit sector
- employee resistance to performance evaluations
- the aspect of moral values in selecting an employer

For the purposes of this research, the following areas of commonality will be explored and compared as they have direct relevance to this research:

1. learning, skills and career development
2. consultation and feedback between management and staff

Becker *et al* (2011:258-261) utilised semi-structured interviews and feedback from focus groups to elicit perceptions towards performance evaluation. Questionnaires with a 5 point Likert scale, were administered anonymously, as in this dissertation (see chapter 3 section 3.11.1.5). A comprehensive and on-going consultative process between the human resources department and staff was maintained throughout the process of evaluating performance management of within the organisation (Becker *et al* 2011:260-2, 264).

An overall summary of the results of the research aspects relevant to this research conducted by Becker *et al* are as follows:

- The objectives of a performance evaluation are meant to benefit both staff and the organisation through using a clear and consultative process between staff and the employer on the benefits of implementation (Becker *et al* 2011:255, 260-2).
- Career development is a difficult subject for any employer as it acknowledges that employees have “aspirations” whether they remain with the organisation or not (Becker *et al* 2011:266). In reference to the research conducted at Cancer Council Queensland (CCQ) Becker *et al* ( 2011:260-2) assert that an organisation has the responsibility to “encourage people to not only talk about their career at CCQ but their on-going career and where they want to be...”

This research seeks to explore unique factors that affect employee performance and performance management factors are an integral part of this exploration. These observations relating to a consultative approach between the employer and employee, performance evaluation and career development detailed in the CCQ research will be evaluated for similarity and applicability against the research results of this dissertation when the results are presented in Chapter Four.

In summary, the success of an organisation depends on a myriad of factors and resources, one of which is its employees. Even the most automated sectors still depend on those human resources to be motivated to plan, project, implement, evaluate, assess, write, edit, design and direct where the organisation should be going in order to achieve its set objectives (see paragraph 2.2). Employees are organisational resources and have a variety of direct and indirect factors that affect their performance. These factors will now be discussed in the sections that follow.

## **2.3 MOTIVATIONAL THEORIES**

Employee performance gave rise to studies, research and proposals of various theories to explicate the factors that drive employee's performance. Greater detail is now given on the themes in the theories listed in Chapter One, section 1.3.1, to identify the relevance and applicability of each theory to employee performance in non-profit organisations. In order to provide context and a historical comparison, the theories studied originate from the mid-1900s.

The next sections will evaluate theories, themes and approaches as they may relate to accentuating or inhibiting employee performance. These include: participatory approaches between management and employees; the physical working environment; individual motivational needs; internal and external factors affecting performance; remuneration; and individual employee expectations. These themes are presented by theme and construct (Mouton 2001:91). This method is common in qualitative and quantitative studies where the objective is to explore a research problem, rather than to test particular theories (Mouton 2001:91-93).

### **2.3.1 Bennis' Participatory Management**

Authors such as Rensis Likert and Warren G. Bennis (Dresang 2009:86; Safferstone 2007:7) advocated individual employee empowerment and a participatory approach in decision making within the organisation. Likert inferred that humans, by nature, tend to gravitate towards small groups either formally or informally. His premise was that a group approach maximised organisational outputs while at the same time addressing the needs of the individual. Bennis went a step further to predict "...the eventual demise" of the organisational structure and its various vertical managerial levels,

which would be replaced by self-governing structures which are ruled by consensus (Dresang 2009:86).

Bennis' overarching theme in his numerous articles and books over the years is on leadership rather than management (Safferstone 2007:7-8). The researcher feels that a leader can be termed an effective leader only if there are willing followers behind him who share in the vision that he or she has for the organisation.

It is beneficial for employees to be involved in the decisions that affect them (Cheminais *et al* 1998:158). This researcher feels that the employee/employer relationship must have benefits for both parties. Both the employer and the employee will better understand each other's needs by effectively communicating and ensuring that decisions made are largely for the benefit of the organisation as well as the employees. If employees feel more like tools and not partners in the success or failure of an organisation, employee performance may be affected and the research will explore this area further in Chapter Four.

### **2.3.2 Deming's Total Quality Management**

W.E. Deming's Total Quality Management (TQM) model (Dresang 2009:9, 86-7; Grobler *et al* 2006:143; Van der Wiele *et al* 2000:373-80; Williams *et al* 2004:603-5; Yusof 1999:55-60) values workers for their input to management regarding the processes involved in production that assist in meeting organisational objectives. TQM is defined as:

*"...a philosophy aimed at achieving business excellence through the use and application of tools and techniques, as well as the management of soft aspects, such as human motivation in work" (Yusof 1999:58).*

As quoted by Dresang (2009:86-7), Grobler (2006:143) and Yusof (1999:55-60), Deming argues that because of the collective responsibility of successful collaboration between the employee and management, individual appraisals may be perceived as retrogressive as productivity is more a result of the group than the individual. Deming further highlighted the need to analyse the systems that are in place, rather than people, to evaluate productivity.

Deming's theory on how to emphasise quality was through his four step proposal of "Plan, do, study and act", commonly abbreviated as PDSA as summarised by Curry and Kadasah (2002:207-216). The Performance Evaluation Report (appraisal) is a means of planning what needs to be done by an employee. At the end of the rating period, a study or evaluation is made of what has been done and corrective measures or adjustments may be introduced (Curry & Kadasah 2002:207-216).

Effective personnel evaluation reports acknowledge organisational achievements as well as the individual's contribution to that success (Cronje *et al* 2001:455-6; Dowling *et al* 2011:267-285, Erasmus *et al* 2005:332; Yusof 1999:61-4). This research evaluates the effectiveness of how quality in performance is assessed in the performance appraisal. Specific results are provided in Chapter Four where the research results are presented.

A common shortcoming of the participatory management theories of Bennis, Deming, and Likert assumed that all workers want to participate and be involved in organisational decisions. In reality, this is not true of all employees. Not all employees in different occupations and situations can be treated alike (Grobler *et al* 2006:245; Lund & Thomson 1994:47-49; Swinton 2004: online; Yusof 1999:55, 68-9). Each employee requires an individual approach in performance evaluation to maximise the unique skills that each

possesses (Grobler *et al* 2006:245; Lund & Thomson 1994:47-49; Swinton 2004: online; Yusof 1999:55, 68-9).

Other authors such as Curry and Kadasah (2002:207-16), Van der Wiele *et al* (2000:378-84) and Williams *et al* (2004:605-11) are advocates of participatory approaches and believe these need to be incorporated in all aspects of organisational and employee performance management, on a continual basis. Employee/employer relationships are also evaluated within the research as presented in Chapter Four.

### **2.3.3 Mayo's Hawthorne Effect**

Cheminais *et al* (1998:192), Dresang (2009:90-1) and Safferstone (2007:3) refer to Mayo's 1939 study of environmental factors and their influence on employee behaviour which he detailed in his book *The human problem of industrial civilisation*. Mayo hypothesised that the physical working environment directly affects an employee's performance and motivation. Mayo's extensive research involved submitting workers to working environments where he manipulated physical factors such as lighting, humidity, temperature or hours of sleep to see if this affected their performance. His initial theory proved a poor correlation between these physical factors in relation to heightened or reduced employee performance. However, it culminated in Mayo's adjusted focus from the physical environment affecting performance, to the individual and personal aspects that really motivate people to work effectively (Cheminais *et al* 1998:192; Dresang 2009:91; Safferstone 2007:3).

This foundational theory by Mayo helped to position individual worker motivation as an important factor in organisational productivity. The individual motivation factors that affect employee performance in non-

profit organisations will be contrasted against the research results in Chapter Four where the research results are presented.

The following paragraphs will explore inherent motivation factors that are within each individual as opposed to the environmental factors as suggested in the Mayo Hawthorne studies.

#### **2.3.4 McClelland's Motivational Needs Theory**

The 1961 book *The Achieving Society* by David McClelland is referenced by Armstrong and Murlis (2004:66-68) and Grobler *et al* (2006:218) as describing three types of motivational needs evident at different levels in all workers. These are the achievement motivational need, authority motivational need and affiliation motivational need.

##### **2.3.4.1 Achievement motivational need**

This need illustrates that an individual seeks to achieve realistic but challenging goals and general advancement in his/her job. There is a strong need for validation and accomplishment through feedback on progress and achievements. Armstrong and Murlis (2004:66) further distinguish that the achievement motivational need is driven by goals of success through competition which an individual may measure against his or her own ideals of what is superior performance. An employee who has a strong achievement motivational need can recognise what needs to be done, complete the work at hand efficiently and not wait to receive praise or recognition (Grobler *et al* 2006:218; Marnewick 2011:1295; Safferstone 2007:4).

##### **2.3.4.2 Authority motivational need**

This need portrays that an individual is authority-orientated and has a need to be influential, while being effective and making a positive

impact. Strong ideas are evident as is the strong need to lead. This individual strives to increase his/her personal status, prestige, as well as the need to be an advocate for change through influence and power (Armstrong & Murlis 2004:68). The authoritarian individual may lack people skills and flexibility (Grobler *et al* 2006:218; Marnewick 2011:1295; Safferstone 2007:4).

#### **2.3.4.3 Affiliation motivational need**

This need describes an individual who thrives through friendly associations, interactions and friendships with other people. This individual wants to be liked, be popular and is usually a good team player (Armstrong & Murlis 2004:68). Another employee with an affiliation bias may have his or her objectivity and focus compromised by the primary need to be popular (Grobler *et al* 2006:218; Marnewick 2011:1295; Safferstone 2007:4).

Most people may embody a combination of these characteristics while some will have a strong bias towards just one motivational need. The presence of these needs invariably affects the individual's work or managing style. An organisation can increase employee empowerment by encouraging and enabling employees to exercise their different needs and allow for open communication and participation (Armstrong & Murlis 2004:68-9; Grobler *et al* 2006:218; Marnewick 2011:1295; Safferstone 2007:4).

The mix of the three characteristics above has a bearing on an individual's work style and how it affects his/her behaviour and performance in the workplace. The Motivational Needs Theory complements Mayo's Hawthorne Effect in that it recognises personal motivational factors that are outside of the organisation's direct control (Grobler *et al* 2006:218; Marnewick 2011:1295; Safferstone 2007:4). The researcher notes that through the workplace



performance evaluation system, key decisions that affect an employee's achievement and authority needs of promotion and recognition, can be made. Recommendations on some of these key decisions are made in Chapter 5 sections 5.2.1 and 5.2.3. Performance evaluation will also be discussed under section 2.4.1.1.

### 2.3.5 Maslow's Motivation Theory

Abraham Maslow's widely quoted Hierarchy of Needs model illustrates the Motivation Theory (Cheminais *et al* 1998:155; Cronje *et al* 2001:155; Grobler *et al* 2006:217; Marnewick 2011:1295; Maslow 1943:370-96; Moore 1985:109-11). Maslow proposed five levels of needs as indicated in the model below:



**Figure 2.1: Model of Maslow's Hierarchy of Needs (Cheminais *et al* 1998:155)**

Maslow argued that some people appear to be content with lower level needs, but only until these are satisfied; they would then strive for the next level (Maslow 1943:370-96).

Since the theory was first presented in 1943, there has been much debate by many scholars on the five categories as suggested by Maslow, the stated order of the five step model, and how some steps

seem to interact more or overlap with others (Cronje *et al* 2001:155-6; Dresang 2009:84-5; Marnewick 2011:1295; Rabin *et al* 1985:156).

Similarly, Hofstede (1984:389-398), Cianci and Gambrel (2003:143-161) felt that the theory was more applicable to societies where “individualism” was more accepted than a strong community responsibility. A strong community responsibility can be likened to the African concept of *Ubuntu*, where each person is accountable to the community and not just themselves (Masango 2006:930-943).

The researcher notes that despite the criticisms, Maslow’s model has had a considerable impact on the study of motivation in general and in particular as regards employee performance that relates to this research. This study evaluated employees from non-profit organisations who are of different age groups and grade levels in the workplace. This is in order to establish if Maslow’s theory of the hierarchy or stages in different needs is applicable to employee performance in the Zimbabwe context.

### **2.3.6 McGregor’s Theory X, Theory Y**

Armstrong and Murlis (2004:67-8), Cheminais *et al* (1998:156), Dresang (2009:85) and Safferstone (2007:5) make reference to Douglas McGregor’s 1960 book *The Human Side of Enterprise*. McGregor proposed a two-fold theory in relation to human motivation, which he called Theory X and Theory Y. For this research, it shall be referred to as XY Theory.

The more traditional view is held in Theory X, where McGregor suggests that employees by nature have to be “coerced, controlled, directed and threatened into working” (Dresang 2009:85). Conversely, Theory Y suggests that work is a natural action and a source of satisfaction where individual employees can self-regulate

their needs to work in tandem with those of the organisation (Dresang 2009:85). Armstrong and Murlis (2004:67-8) assert that under Theory Y, people not only accept, but seek responsibility.

Theory Y is therefore the foundation of participatory approaches and employee/employer involvement in employee performance management (Armstrong & Murlis 2004:68; Cheminais *et al* 1998:156; Dresang 2009:85-6; Marnewick 2011:1295). Safferstone (2007:5) references a study by Saul Gellerman which concluded that human resources are at the centre of the success of any motivational theory. This research will review responses from employees working in the non-profit sector to evaluate this and other assertions made in different motivation theories.

McGregor (Dresang 2009:85) further warns that employers who try to manipulate workers to behave in a specific way, risk destroying these natural inclinations of self-fulfilment and self-satisfaction. He suggests that managers should guide and empower employees in order to accentuate employee energy and enthusiasm. Dresang (2009:86) and Marnewick (2011:1295) argue that the XY Theory assumes a single prescriptive approach to any employee in any organisation, which is not feasible. The theory further distinguishes that employees in routine jobs would typically be referenced by Theory X while Theory Y would have greater relevance for those in professional roles. Armstrong and Murlis (2004:61), Cheminais *et al* (1995:156), Dresang (2009:85-6), Marnewick (2011:1295) and Heil (2000:198-200) describe the theory as simplistic in not recognising and acknowledging the intricacies of the study of human motivation.

This assertion of simplicity of McGregor's XY Theory, together with the other theories and models discussed here, is tested during the present research process to investigate if employees working in non-profit organisations are motivated by unitary factors. This, in turn, is

contrasted against Human Resources Performance Management principles that will be discussed next.

## **2.4 HUMAN RESOURCES PERFORMANCE MANAGEMENT FACTORS**

Organisations generally have an internal Human Resources (HR) department. This is apparent in the researcher's work area and the general humanitarian work sector. The HR unit has responsibility for the following: designing job descriptions, advertising vacant posts, conducting technical tests and interviews during recruitment, staff orientation, deciding on the level of remuneration; monitoring performance through ensuring timely completion of personnel evaluations by supervisors; monitoring and coordination of staff development initiatives; conducting exit interviews and processing of final benefits at the end of an employment contract, upon dismissal or resignation. This next section will present some external and internal factors that may affect employee performance as a core exploration area of this research.

### **2.4.1 External Factors in Employee Performance**

The factors that affect employee performance in non-profit organisations may be external if they originate from the employer, organisation or the socio-economic environment (Swanepoel *et al* 1998:510-11). These factors include performance evaluations, remuneration, organisational leadership style or reasons for career movements.

### **2.4.1.1 Performance evaluations or appraisals**

An effective performance appraisal process can identify weaknesses and result in corrective actions being taken (Cheminais *et al* 1998:269). The performance appraisal can also help to sustain contented workers through:

- the acknowledgement of individual employee performance,
- remuneration options,
- promotions and career movements,
- structured training, and
- disciplinary decisions

(Cheminais *et al* 1998:269, 309-12; Cronje *et al* 2001:454-5; Erasmus *et al* 2005:308-12, 350-1).

It is the researcher's opinion that a constructive appraisal system can assist in motivating employees, as well as ensuring clear expectations and the desired actions needed to achieve organisational outputs. Part D of the questionnaire evaluates the aspect of performance evaluation and how employees perceive its effectiveness. The researcher's personal views together with employee perceptions are tested through administering a structured questionnaire, a group discussion session and face-to-face interviews to the respondent group. These results are presented in Chapter Four.

### **2.4.1.2 Remuneration**

Remuneration can be defined as the financial and non-financial extrinsic or intrinsic rewards provided by an employer for the time, skills and effort made by employees in fulfilling job requirements aimed at achieving business objectives (Dowling *et al* 2011:162-175, Swanepoel *et al* 1998:510).

Armstrong and Murlis (2004:3) define reward management as “the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organisation”. Cheminais *et al* (1998:161) assert that there is a strong relationship between extrinsic or intrinsic remuneration and an employee’s motivation.

Armstrong and Murlis (2004:11) advocate a total or holistic reward approach by using multiple reward strategies such as “self-management, self-awareness, social awareness and relationship management within an organisation in the pursuit of significantly raised performance”. This approach complements Maslow’s theory of the hierarchy of needs in acknowledging different types of motivational needs within each individual as mentioned in section 2.3.5.

As asserted by Armstrong and Murlis (2004:10-11), Cheminais *et al* (1998:42-47, 159-60), Cronje *et al* (2001:156-7), Erasmus *et al* (2005:375, 381-3), Globe (1970:62) and Maslow (1943:91-93, 370-96), monetary factors such as a high salary can inspire someone to be highly motivated only up to a certain extent. Beyond that, other “self-actualisation” and motivational reasons such as recognition, status, greater individual growth or responsibility, which are referred to as intrinsic remuneration, may be required to keep an employee loyal and passionate about the organisation they work for or their job in addition to extrinsic remuneration.

Extrinsic remuneration (Armstrong & Murlis 2004:56-8; Cheminais *et al* 1998:158-9; Cronje *et al* 2001:457) is normally related to the benefits received by the employee in addition to his or her actual job’s basic salary. This is further separated into financial rewards and non-financial rewards.

Financial rewards may include:

- Performance related rewards such as commission, performance bonuses, merit awards, share options, incentive schemes, and achievement awards.
- Membership awards such as pension, retirement benefits, medical insurance, sponsored holidays, a subsidised canteen and vehicle allowance or allocation.

Non-financial rewards may include:

- Status rewards such as prime office location, choice of furnishings, reserved parking area, a personal assistant or public recognition.
- Social rewards may include praise, compliments, dinner invitations and an active involvement in social events

(Armstrong & Murlis 2004:57; Cheminais *et al* 1998:159-60; Cronje *et al* 2001:456-7; Erasmus *et al* 2005:375, 381-3).

On the other hand, intrinsic remuneration rewards (Armstrong & Murlis 2004:57-8, 437; Cheminais *et al* 1998:158; Cronje *et al* 2001: 456) are directly attributable to the requirements of the job itself, and have a more lasting effect that the individual can experience immediately and in the long term, such as:

- Increased responsibility.
- Empowerment.
- Greater participation in decisions made in the organisation.
- Opportunities for individual growth and advancement.

With over sixteen years as an employee, this researcher has found that pure financial rewards alone do not ensure sustained optimal motivation in the long term. Greater responsibility, promotion, decision-making or long-term future career progression are some aspects that this researcher deems important in the workplace. This

research will evaluate the kind of rewards which play a part in motivating the performance of employees in the non-profit sector.

#### **2.4.1.3 Leadership style**

The leadership style within an organisation has a bearing on encouraging or inhibiting employee's performance (Armstrong & Murlis 2004:46-49; Cronje *et al* 2001:144). If management does not carefully analyse the needs of the organisation and its employees, it may be difficult for the organisation to understand the reasons why employees behave in a particular way.

The researcher concludes that the perception of and confidence in the organisation's leadership can affect an employee's level of motivation in his or her work. An employee is likely to invest his or her future employment plans in an organisation he or she perceives to have sound future prospects. Should there be any uncertainty in their future employment, employees may begin to consider career movements. Aspects relating to the organisational environment, management's attitude to employee development, appraisals and employee/employer relationships are evaluated through questions 15 to 20 of the questionnaire. The summaries of the responses given by respondents which relate to leadership style are presented and contrasted against the performance theories and factors discussed within this chapter and presented in detail in Chapter Four.

#### **2.4.1.4 Career movements**

Various options exist for employee career progression within an organisation (Cheminais *et al* 1998:309-12; Erasmus *et al* 2005:308). These include:

- lateral moves within or outside of the organisation, but at the same salary, grade level and benefits,



- vertical moves through promotion or demotion,
- diagonal moves within the same organisation but across similar or different disciplines, and
- outward moves outside the organisation, also known as separation.

When employees are not sufficiently motivated, their work outputs and loyalty to the organisation may be affected negatively. This research will explore the availability and frequency of the various career movements within the non-profit sector, as they relate specifically to performance enhancement.

## **2.4.2 Internal Factors in Employee Performance**

Factors that affect employee performance may be called internal when they result from personal experiences and backgrounds (Swanepoel *et al* 1998: 510-11).

### **2.4.2.1 The employee's role in performance**

Employees react individually and differently to similar circumstances (Cheminais *et al* 1998:192; Cronje *et al* 2001:154). For example, a retrenchment exercise may inspire one employee to invest his/her retrenchment package and start his/her own business. Another employee of a similar profile may squander the lump sum received and respond to the retrenchment with depression and a feeling of rejection. Change can have a negative effect on employee motivation as can uncertainty about the future (Cheminais *et al* 1998:157).

Each person has very different “needs, expectations, desires, goals and ambitions”. Over time, the level of importance placed on each aspect as well as personal growth, changes (Armstrong & Murlis

2004:68; Cronje *et al* 2001:155). A person's job has a bearing on the choices he or she will have to make regarding:

- social status
- the suburb he or she will live in
- the schools that his or her children will attend
- the friends he or she will associate with
- self-development and learning options.

Working can therefore be seen as a tool that an employee can use to satisfy his or her needs. Conversely, employers can use motivation as a useful tool to heighten employee performance (Armstrong & Murlis 2004:68; Cronje *et al* 2001:154-6).

The different motivation theories imply that there are no singular approaches to accentuating motivation and that clear expectations, goals, constructive feedback and a general culture of mentoring to instil desired behaviour all work synergistically to ensure optimal motivation (Armstrong & Murlis 2004:60-1).

Analysis of the demographic profile of the respondents in Chapter Four against responses gathered during the research, will explore if unique employee performance factors do exist for staff employed in non-profit organisations. These results will be contrasted against human resources and employee behaviour assumptions applicable to general employees as detailed by the aforementioned authors and theorists in this chapter.

## **2.5 CONCLUSION**

This chapter reviewed motivation theories and employee performance management factors that may affect employee performance. Deming's TQM, and Mayo's Hawthorne Effect were

presented to evaluate the influence of environmental factors. McClelland's Motivational Needs, McGregor's XY Theory and Maslow's Motivation theory were detailed to explore how motivation may affect an employee's work style, attitude to their work or performance behaviour. Bennis' approach to participatory management is evaluated in how employers and employees relate and communicate with each other on the evaluation of performance management.

An example of employees as organisational resources was provided from the researcher's personal work experiences. Comparative excerpts based on a recent Australian study on performance evaluation in a non-profit organisation are presented. Also in this chapter, employees were contrasted as organisational resources, while internal and external factors such as performance appraisals, remuneration, leadership style, training and career movements and development were evaluated. Both the employer's and employee's role in managing performance as well as employee motivation were also discussed. These theories and factors will be tested for applicability among the respondent group through the use of a questionnaire, a focus group session and face-to-face interviews.

The aspects discussed above are evaluated against the research results presented in Chapter Four to explore if and how these theories and human resources management factors influence and affect employee performance in the non-profit sector. The next chapter presents a detailed evaluation of the research methodology used for this research.

## CHAPTER 3

### METHODOLOGY

---

#### 3.1 INTRODUCTION

In this chapter, the methodology that was utilised in this research study is presented. The chapter documents the process followed in selecting the research design; pre-testing and developing the questionnaire; the various means used to collect data from the respondent group; and the methods of presenting the data. The research design is presented, as well as an analysis of how the data was tested against aspects of reliability; error variance; reactivity; quality of data; descriptive analysis and bi-variate relationships.

The statistical inference of the research is clarified as well as a delimitation of the sample size. The data collection methods utilised include the questionnaire design and structure which was pretested, as well as a group discussion session and individual semi-structured interviews of respondents. The chapter ends with a description of the method and analysis of the quantitative and qualitative data to be presented as the research results in Chapter Four.

#### 3.2 RESEARCH DESIGN

The basic research design is a cross-sectional exploratory study (Collis & Hussey 2009:77-8, 333; Cronje *et al* 2001:22; Du Plooy 2002:85; Hardy & Bryman 2009:4-5).

A cross-sectional study is *“a methodology designed to investigate variables or a group of subjects in different*

*contexts over the same period of time” (Collis & Hussey 2009:77, 333).*

Du Plooy (2002:85) defines a cross-sectional research design as *“research conducted in a short period, such as one day or a few weeks”* and also *“at a single point in time”*.

Collis and Hussey (2009:5, 333) further define exploratory research as a type where *“the aim is to investigate phenomena where there is little or no information, with a view to finding patterns or developing propositions, rather than testing them. The focus is on gaining insights prior to a more rigorous investigation”*.

Basic research as opposed to applied research is used *“when the research problem is of a less specific nature and the research is being conducted primarily to improve our understanding of general issues without emphasis on its immediate application” (Collis & Hussey 2009:7-8).*

This research method was used because quantitative and qualitative data can be collected through a questionnaire, group discussion and interviews (Collis & Hussey 2009:5; du Plooy 2002:85). The method also allows exploration into existing theories which can then be contrasted against a problem statement (Collis & Hussey 2009:5; du Plooy 2002:85). An exploratory cross-sectional study was also appropriate for the short duration and limited budget of this research which was conducted over a period of six weeks with a further six weeks to incorporate data collation (Collis & Hussey 2009:4-5, 78; du Plooy 2002:84-5).

The researcher feels that this initial “single point in time” research can lead to a longitudinal research design that can compare different variables across a wider time frame and range of non-profit

organisations on a national scale. Applied research “describes a study that is designed to apply its findings to solving a specific, existing problem” (Collis & Hussey 2009:7). Basic research was used in this context to “contribute to our knowledge in a way that may assist in the solution of future problems” (Collis & Hussey 2009:8).

The scope of this dissertation, limitations in time and budget, precluded the use of a longitudinal research method as a form of research.

### **3.3 RELIABILITY**

Reliability is “the absence of differences in the results if the research were repeated” (Collis & Hussey 2009:339). Wellins, Bernthal and Phelps (2005:20) define the reliability of a survey as “the ability of the instrument to deliver accurate results when administered to random samples of the same population or to the same population over time”.

The researcher deduces that reliability is about credibility, accuracy and consistency of the data collected and the results presented. The extent of the consistency in the measurement of the research variables is affected by the socio-economic and political environment within Zimbabwe which has changed significantly as detailed in Chapter Two, section 2.7 (All Africa 2009: online; BBC News Africa 2009: online; du Plooy 2002:27, 39-40, 121-3; Punch 2005:95).

### **3.4 ERROR VARIANCE**

The error variance in social research is defined as “the difference between the mean” or average, “and the data value of the squared errors” (Collis & Hussey 2009:245, 334,342). According to Collis and

Hussey (2009:204) and du Plooy (2002:188-90), errors are inevitable. These were however minimised through multiple quantitative and qualitative data collection methods during the study (Collis & Hussey 2009:85, 342; du Plooy 2002:190; Hardy & Bryman 2009:71-2; Punch 2005:96-7). These multiple data collection methods included the use of a structured questionnaire, a group discussion, structured interviews and the survey of relevant literature.

### **3.5 REACTIVITY**

According to Dresang (2009:90), a subject's attitude can change in response to the survey and while the data are being collected. Multiple data collection methods were combined to ensure that data were not subject to any form of undue influence or distortion. Additional sources of employee performance behaviour surveyed in the literature review were used to contrast or confirm research trends (Dresang 2009:90-1; du Plooy 2002:189-90).

The researcher used a multi-faceted approach to data collection to reduce the risk of reactivity. This was achieved through comparisons of data collected through different means such as the questionnaire, interviews and a group discussion session, which are presented in detail in Chapter Four.

### **3.6 VALIDITY**

Validity can generally be described as *"the extent to which the research findings accurately reflect the phenomena under study"* (Collis & Hussey 2009:64) or *"the extent to which what is set to be measured is accomplished"* (Gregory 1996:107). For the context of this study, validity can be further divided into three types, internal,

external or construct validity. The three types of validity are now defined:

Internal validity is *“the extent to which a research design can account for all the factors that may affect the outcome of the hypotheses to be tested or the research questions to be answered”* (du Plooy 2002:84).

External validity *“refers to the extent to which conclusions can be generated to the ‘real world”* (du Plooy 2002:84).

Construct validity is the *“ability to demonstrate your observations and research findings can be explained by the construct. This relates to the problem that there are a number of phenomena which are not directly observable, such as motivation, satisfaction, ambition or anxiety”* (Collis & Hussey 2009:65).

The internal validity was used to show to what extent the collection and analysis of the data interpreted the relationships between the research variables. The construct and external validity and assumptions of the research results are supported by theoretical approaches and literature reviews (du Plooy 2002:27). This, in turn, is supported by verbal interactions and assertions during the discussion panel and interview sessions. External validity (Collis & Hussey 2009:65-6; du Plooy 2002:39-40; Frazer & Lawley 2000:36, 40; Gregory 1996:108-10; Punch 2005:98, 252-5) and applicability to the wider Zimbabwe context cannot be assured due to the limited context of this study.



### **3.7 QUALITY OF DATA**

Based on time, scope and budget constraints, the researcher personally conducted all the data collection for the respondent group of 103. This was also a way of ensuring that the integrity of the data was not subject to multiple interpretations from contracted research assistants (Babbie *et al* 2007:243). This also eliminated the need to incorporate costs of training data collection assistants, or the need for extensive data cleaning to ensure uniformity (Punch 2005:100-1). Research studies, especially in large scale research, risk being compromised due to the reduced direct control of the data collection process (Collis & Hussey 2009:211-14; du Plooy 2002:182-4; Punch 2005:251-3).

It is the researcher's opinion that this involvement in every aspect of the data collection process ensured consistency in the approaches used to not only record but present the relationships linking the respondent's views.

### **3.8 CORRELATIONS, UNI-VARIATE AND BI-VARIATE RELATIONSHIPS**

A correlation "is a measure of the direction and strength of association between two quantitative variables" (Collis & Hussey 2009:267). Correlations, commonalities and relationships were analysed by contrasting different variables, through the use of cross tabulations. Using data segregated by social and demographic variables, collected data were analysed for uni-variate and bi-variate relationships. Such relationships are defined as "data presentation using one or two variables in a table, chart or other type of diagram" (Bryman & Cramer 2005:142-44; Collis & Hussey 2009:230).

The researcher chose to present research data using bi-variate relationships through the use of tables in Chapter Four, sections 4.3.2 and 4.3.3. These associations allowed for logical conclusions based on various contributing factors. The inclusion of control questions and variables within the questionnaire and respondents base allowed the contrasting of data conclusions and inferences (Collis & Hussey 2009:257-9). The conclusions utilised factor analysis of the different variables to discover the foundational commonalities (Bryman & Cramer 2005:286-9; Hardy & Bryman 2009:572; Punch 2005:124-5). The researcher used variables such as marital status and age contrasted against gender to delve into complementary relationships relating to the research objectives and results, as detailed in Chapter Four sections, 4.3.2 and 4.3.3.

### **3.9 STATISTICAL INFERENCE AND SIGNIFICANCE**

Statistical inference refers to “a group of methods or models used to draw conclusions about a population from quantitative data relating to a random sample” (Collis & Hussey 2009:335). A margin of error is present when assuming wider applicability of the study results. Due to the limited scope of the research and lack of accessibility to employees in other geographical locations or organisations, replicability of these results cannot be assured (Collis & Hussey 2009:65; Hardy & Bryman 2009:77-80). In Zimbabwe, the researcher found no recent baseline study (Collis & Hussey 2009:230-50; Punch 2005:127-30, 248) that could serve as a foundation for analysis and comparison for the humanitarian non-profit sector in Zimbabwe. The researcher sees this as an opportunity for future in-depth longitudinal research.

### **3.10 SAMPLE SIZE**

Due to financial and operational challenges within the country's Government agencies, current and useable data on the population or the de-segregated worker population are not available from the national former Central Statistical Office (CSO), now simply known as Zimstats (Zimstats 2010: online). The population refers to the "precisely defined body of people or objects under consideration for statistical purposes" (Collis & Hussey 2009:77). The researcher found it challenging to present credible and widely accepted national data for comparative measurement due to the absence of current population data (Makombe 2011: online). The existing national population data date back to the last census held in 2002. The next census is scheduled for 2012 (Mapeta 2006: online).

However, based on widely accepted unemployment rates of about 94% as quoted by the United Nations International Labour Organisation and reported by the news agency Agence France Presse, an estimated 480,000 of the population are in formal employment across all work sectors (AFP 2009: online). This is based on a population of about 12 million people in Zimbabwe as of the 2002 census (ILO 2008: online). The researcher found no credible and verifiable recent data on how many of these employees are currently working in the humanitarian non-profit sector. Some older data not relevant to this study due to their obsolescence, were published by the National Statistical Office from 1986-2004 (CSO 2000; CSO 2004; CSO 2006). No endorsed and verifiable employment data have been produced by ZIMSTATS in the recent past (Makombe 2011: online).

According to Frazer and Lawley (2000:10), the Sample Frame defines the number of population participants and how these will be accessed. In this study, the Sample Frame consists of workers who are currently employed in non-profit organisations and specifically the

humanitarian sector. The sample size refers to the number of people in the respondent group (Brannen 2008:9-11; Collis & Hussey 2009:210-13; Frazer & Lawley 2000:74-5); du Plooy 2002:101).

The sample size was determined by the scope of the research, which is limited in nature. It was also based on the budget and ease of accessibility of the respondents from within the researcher's work sector. An estimated targeted population sample size of 127 persons was used for this survey

### **3.11 DATA COLLECTION METHODS**

The study was conducted over a three-month period from February to April 2010, using both quantitative and qualitative methods for representative results (Brannen 2008:13-5, 23-30). These included a structured questionnaire, group discussion as well as face-to-face interviews.

#### **3.11.1 Questionnaire**

The structured questionnaire was designed and based on the research questions stated in Chapter One. These are:

- Are there unique work ethics inherent in employees in the non-profit sector?
- What unique variables motivate and affect workers in the non-profit sector?

During the design phase (Brace 2004:165-6), long, ambiguous questions and repetitive language were removed, while sections within the form were clearly sequenced for added clarity and cohesion. The questionnaire was kept brief to reduce respondent fatigue and boredom (Brace 2004:13-18, 44, 179). Check boxes

allowed for quicker completion of the questionnaire (Frazer & Lawley 2000:77).

#### **3.11.1.1 Pre-testing of the questionnaire**

A pre-test of the questionnaire was conducted using a panel of colleagues at different grade levels, for feedback purposes. These were selected due to their familiarity with the research purpose and did not take part in the final research (Frazer & Lawley 2000:33-4). After amendments were made in question wording, layout, sequencing and validity of the questions, the final draft of the questionnaire was finalised and disseminated (Collis & Hussey 2009:191-2; Frazer & Lawley 2000:19-23).

#### **3.11.1.2 Exclusion question, consent and anonymity**

Non-qualifying questionnaires from respondents working outside of the reviewed sector were disregarded through the use of an exclusion question in the first and second section of the questionnaire (du Plooy 2002:343; Annexure 3). The researcher ensured informed consent and anonymity for respondents in the research study. This was done to maximise honesty in sensitive employee performance and work environment responses (Brace 2004:24, 45-6; Collis & Hussey 2009:45-7, 146-7; du Plooy 2002:149-53, 173-8; Punch 2005:171, 249).

#### **3.11.1.3 Categorising sections within the questionnaire**

The questionnaire sub-section headings were divided into five logical parts. Section A included all the Social and Demographic data. The next twenty questions were divided into four questions each and covered: Job Selection; Remuneration and Benefits; Personnel Evaluation and Employee Development, respectively. This allowed

quicker collation of the responses and reduced interpretation errors of the results as presented in Chapter Four (Frazer & Lawley 2000:23). The questionnaire sub-headings were purposefully not labelled on the actual questionnaire to prevent coercion of respondents (du Plooy 2002:128-9).

The researcher felt that by not indicating the different headings of the sections within the questionnaire, respondents could answer questions without inference to an implied section theme or label.

#### **3.11.1.4 Funnelling technique**

According to du Plooy (2002:129), the funnelling technique utilises specific questions juxtaposed with complementary ones. This allows a cohesive building up of the context to the responses of key questions. These questions provided direct insight into the research questions from Chapter One. Socio-demographic data were utilised to further classify and attribute the data to different personal constructs (du Plooy 2002:134-7, 173-4).

The funnelling technique was used by the researcher where generalised questions were mixed with specific ones to gain a range of views linked to a particular theme, such as remuneration, performance evaluation or career development. This was designed to put respondents at ease and establish personal perspectives to responses given by analysing the demographic profile of respondents.

#### **3.11.1.5 Five-point attitudinal scale**

A five-point attitudinal rating scale was used to measure levels of attitude towards the questions (Babbie *et al* 2007:243; du Plooy 2002:128-9). Two balanced opposing scales each with two positive

and two negative answers, and one neutral answer were used in this study (Brace 2004:64, 68-9, 84-6). This allowed for the incorporation of stronger as well as softer positive or negative attitudes towards a question (Brace 2004:181). Positive scales included “1 = strongly agree” and “2 = somewhat agree” while negative scales used “3 = somewhat disagree” and “4 = strongly disagree.” The “neither agree nor disagree” option provided balance and a neutral option for respondents to select.

#### **3.11.1.6 Central tendency, response and order bias**

Central tendency, response and order bias was reduced by alternating question responses to both negative and positive attitudes (Frazer & Lawley 2000:29; du Plooy 2002:130, 189). Mixed rating scales were used to counter acquiescence and prevent pattern responding (Brace 2004:88-9, 181). No questionnaire responses that affected an individual’s Social Desirability Bias (SDB) were included (Brace 2004:88-9, 181-2). The SDB exists where respondents opt to give responses that are not honest because the question is perceived to place a respondent in a negative light. Examples are questions on disabilities, salary amount or social class status, which were not relevant to this study.

The consistency in the trends and answers of the research results will be discussed in detail in the following chapter. While weaknesses are evident in any research approach, attempts were made to mitigate and minimise these through a multi-faceted data collection approach (Babbie *et al*, 2007:243-5). The researcher used a questionnaire, group discussion as well as structured interviews to incorporate multiple ways of collecting data.

### **3.11.2 Sections within the questionnaire**

Five main subject areas were evaluated through the questionnaire and discussion sessions. These are: social and demographic data; job selection; remuneration; the personnel evaluation report and employee development. The questionnaire is attached as **Annexure 3**. These subsections are presented by theme in the next chapter as the results of the study, and explored themes that correspond to the hypotheses proposed in Chapter One (Brace 2004:11; Mouton 2001:91-3). The same structure of questions and content was also used during the group discussion session.

### **3.11.3 Focus group session**

The researcher acted as a facilitator and moderator to channel the discussion on a semi-structured basis (Collis & Hussey 2009:154-6 Brace 2004:174-7). A total of twenty respondents took part in the focus group as detailed in Chapter One, section 1.3. The semi-structured but open-ended format encouraged stimulating and elaborative contributions for approximately an hour. This complemented the closed questions used in the questionnaire and respondents were encouraged to expand and give additional insight on the responses given in the questionnaire (Brace 2004:24, 55-6; Collis & Hussey 2009:155; du Plooy 2002:178-184; Hardy & Bryman 2009:656-7). The responses were based on the four main sections of the questionnaire which covered job selection; remuneration and benefits; personnel evaluation and employee development.

### **3.11.4 Semi-structured interview sessions**

A total of seven employees were interviewed on a one-to-one basis, for ten to fifteen minutes each. Face-to-face interactions and the use of probing questions allowed for open discussions with respondents



who would otherwise not have been a part of the larger group discussion (Brace 2004:64; Collis & Hussey 2009:144; du Plooy 2002:143-4). This could have been due to time constraints or an unwillingness to participate in a public forum. Attentive observation skills were also utilised to capture non-verbal cues which are not clearly apparent in the written form of a questionnaire (Collis & Hussey 2009:144-7; Brace 2004:25-33; du Plooy 2002:143-153, 175-7, 197-8; Punch 2005:174-8). The interview method, as well as focus group discussions and structured questionnaires were also utilised in the comparative study by Becker *et al* which was detailed in Chapter Two section 2.2 (2001:259-61).

The author avoided leading language and used the four themes in the questionnaires mentioned in section 3.11.3 above, as a basis for discussion. The researcher felt that the use of the same themes in the questionnaire and discussions preserved the integrity of the questions and data collected from the three methods which allowed joint presentation and comparability. Discreet notes were made during each interview before being transcribed after each meeting. This allowed the capturing of salient details and avoided loss of information due to non-recollection of details.

In relation to the interviewer allowing respondents to say what they want, and not what the interviewer wants, a researcher wrote:

*“In order to understand other persons’ constructions of reality, we would do well to ask them...and to ask them in such a way that they can tell us in their terms (rather than those imposed rigidly and a priori by ourselves) and in a depth which addresses the rich context that is the substance of their meanings”* (Jones 1985:46).

After information was derived from the viewpoints of the 103 respondents, the research results are as presented in Chapter Four.

The collected data prove or disprove the initial assumptions of the research and answer the research questions presented in Chapter One, section 1.4.1.

### **3.12 METHODS OF DATA PRESENTATION**

The quantitative and qualitative data that were collected are presented in Chapter Four. The data were presented and arranged by themes, as an acceptable method of presentation mentioned by Mouton (2001:91-3). The themes followed the five themed sections within the questionnaire as described in this chapter under section 3.11.2. The researcher used quantitative and qualitative data to explore if there are unique factors that affect employee performance.

#### **3.12.1 Quantitative data**

Quantitative data were extracted from the questionnaires by use of frequency tables and diagrammatic presentations. Patterns of commonalities were collated, as were significant differences in the range of answers given (Brannen 2008:5-7). Cross tabulations and contingency tables were utilised to decipher and present relationships between variables and socio-demographic data (Bryman & Cramer 2005:88, 90, 98; Brynard & Hanekom 1997:45; du Plooy 2002:194). The tables allowed for visual clarity of presented data as well as frequency tables that are quantifiable and correspond to the narration of the research results.

#### **3.12.2 Analysis of quantitative data**

Both inductive and deductive reasoning were utilised to identify the constructs and relationships (Babbie *et a* 2007: 260; Collis & Hussey

2009: 168-172). Data were triangulated to provide overall reliability, cohesion and synergy (Babbie *et al* 2007:260-1; Collis & Hussey 2009:60-67; du Plooy 2002:39, 82-3; Punch 2005:241-2). Numerical data in the different fields were extracted from the questionnaires and tallied to present quantitative data presented in the research results. This was in turn expressed as a relative frequency percentage of the total sample.

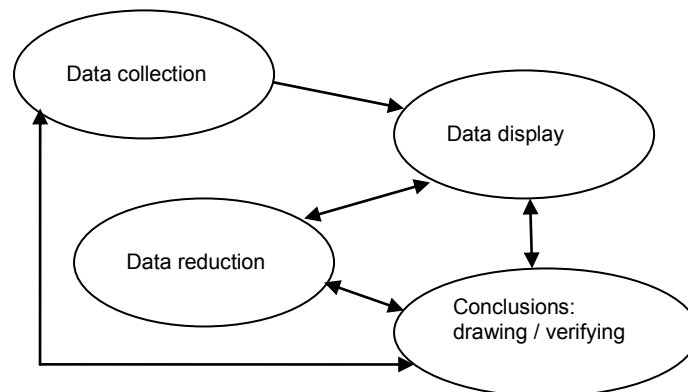
### **3.12.3 Qualitative data**

Where human opinions are solicited, research has found that these responses can be unpredictable and typically based on individual frames of reference and inherent perceptions (Brannen 2008:8; du Plooy 2002:86; Punch 2005:90-7; Goodwin & Horowitz 2002:40). To counter this, the researcher used the Miles and Huberman (1994:12) analysis model detailed in section 3.12.4. Qualitative information transcribed during the focus group and interviews were incorporated into the overall analyses (Collis & Hussey 2009:169-72). The researcher collected data, collated the responses, edited superfluous aspects of presented information then presented the results after careful analysis.

### **3.12.4 Analysis model of qualitative data**

The Miles and Huberman model (1994:12) was used as one of the means of evaluation, collation and analysis of the qualitative data from the discussion and interviews. This model focuses on three areas which are data collection, data reduction through filtering and data display. Inductive reasoning culminated in conclusions being drawn and verified against the literature reviewed. This process involved collection, data reduction which involved sorting then sifting of the data, which was followed by a conceptual drawing (see Figure

3.1) and verification of conclusions (Miles & Huberman 1994:12, 56-70).



**Figure 3.1 Interactive data analysis model**

**(Miles & Huberman 1994:12)**

Data collected may be reduced when being presented or displayed. According to Miles and Huberman (1994:12), the reduction should not affect its content nor strip it from its context (Saunders *et al* 2009:503-5). The means of displaying the data through charts, graphs, diagrams and models shows the analysis clearly, and complements the literature review (Collis & Hussey 2009:169-72; Goodwin & Horowitz 2002:43; Miles & Huberman 1994:12-14, 91). The directional arrows on the model indicate that it is a process. The steps are not necessarily consecutive, as editing, summarising and segmenting of data by the researcher took place throughout the collation and presentation of research data.

The Miles and Huberman model, in the researcher's opinion, is a simple but logical tool to sift through multiple sources of data, producing a result that reflects thorough analysis of data from multiple sources. This is due in part to this model that allows flexibility in repeating steps in the verification of data to ensure integrity of the results that are eventually presented.

### **3.13 CONCLUSION**

This chapter described the research methodology and the steps involved in collecting the data for the research. The research design is based on a cross-sectional exploratory study. A mixed method qualitative and quantitative approach was utilised to ensure quality of data collected through the focus group, semi-structured interviews and a pre-tested questionnaire. This reduced the incidence of error variance, while increasing reliability, accuracy, credibility and validity in the analysis of the collected data.

A pre-tested questionnaire with categorised, structured close-ended questions was based on a five point attitudinal Likert scale and administered to a realised sample of 103 respondents. The questionnaire ensured informed consent, confidentiality and anonymity in the collection of sensitive performance and human resources data from the respondents. The quality of data in relation to the duration of the research, scope of the study and budget were stated. The data collection and analysis methods as well as the correlations and relationships between variables were explained, as were the statistical inferences and significance. Data were analysed using the Miles and Huberman interactive data analysis model.

The hypothesis assumes that the workplace performance of employees employed in the non-profit sector is affected by and dependent on unique factors that apply more frequently in the non-profit sectors than other sectors. This research aims to evaluate if unique factors do exist and to what extent they contribute towards heightened or poor performance of employees within the non-profit sector. Chapter Four presents the results of the study, evaluated against actual data collected during the research, and linked to the research hypothesis.

## CHAPTER 4

### RESEARCH RESULTS

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#### 4.1 INTRODUCTION

The purpose of this research is to explore the unique factors affecting employee performance in non-profit organisations. The two research questions are:

*What are the unique factors that affect employee performance in non-profit organisations?*

and

*What unique variables motivate and affect workers in the non-profit sector?*

In this chapter, the results of the research are presented. Data collected from the questionnaires, discussions and interviews are collated and tabulated using diagrams and charts. The information is analysed and contrasted against the research problems and literature reviewed. Correlations and relationships are evaluated. Conclusions are made in relation to the research questions stated above. For uniformity of presentation, all percentages have been rounded up or down to the nearest whole number.

#### 4.2 QUESTIONNAIRE RESPONSE RATE

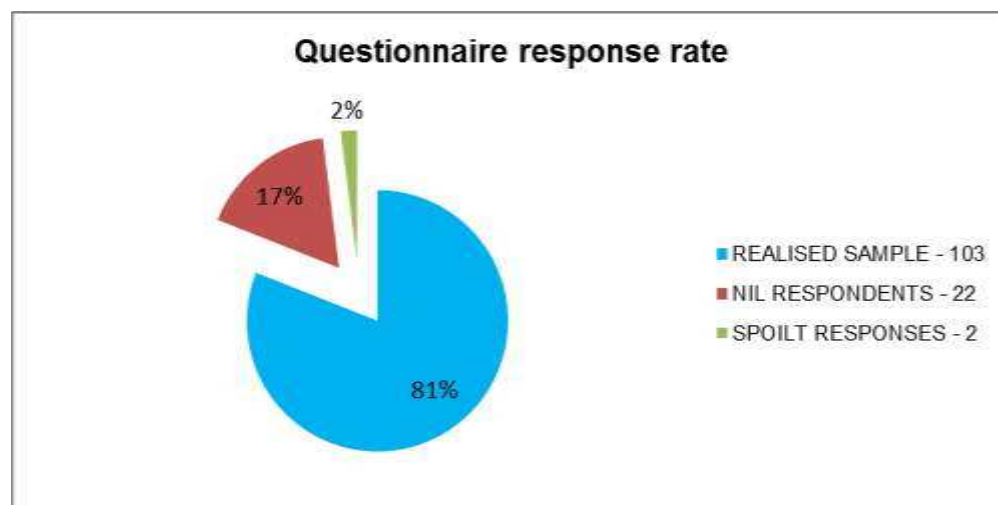
Out of the 127 questionnaires distributed to the targeted sample, 103 responses were received, and these constitute the realised sample.

The total response rate was 81% (Collis & Hussey 2009:210-13; du Plooy 2002:181-2; Frazer & Lawley 2000:74-5; Punch 2005:100-1). Additionally, face-to-face interviews were conducted with randomly selected respondents, and one group discussion forum was held.

**Table 4.1: Questionnaire response rate**

DESCRIPTION	NUMBER	PERCENTAGE
NUMBER OF QUESTIONNAIRES SENT	127	100%
NUMBER OF QUESTIONNAIRES NOT RETURNED	22	17%
NON-QUALIFYING QUESTIONNAIRES	2	2%
TOTAL REALISED SAMPLE	103	81%
<b>RESPONSE RATE</b>	<b>103 out of 127</b>	<b>81%</b>

The response rate is illustrated in the pie chart below, and a sample of the structured questionnaire is attached at the end of this dissertation as **Annexure 3**.



**Figure 4.2: Chart indicating the questionnaire response rate**

### 4.3 THEMES WITHIN THE QUESTIONNAIRE

The first part of the questionnaire collected general data on the social demographics of the respondents. This included aspects of gender, age, employment sector, number of years employed in the same position, years of service with the current employer, type of employment contract, current grade or position level, and the highest educational or vocational qualification held. This data will now be presented, beginning with “gender”.

#### 4.3.1 Percentage of respondents by gender

Of the sample reviewed, 58 workers or 56% are female while 45 workers or 44% are male. The non-profit humanitarian sector, guided by a United Nations Resolution (United Nations 1997: A/52/3, Chapter IV, part A), has strong gender parity policies for recruitment, which may account for the almost equal number of male and female respondents.

**Table 4.3: Number of respondents by gender**

GENDER	FREQUENCY	PERCENTAGE
FEMALE	58	56%
MALE	45	44%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

#### 4.3.2 Age range of respondents

Of the 103 participants, 64 respondents or 62 % are aged below 40, while five respondents are aged 60 and above. A bi-variate relationship comparing gender to age is also presented (Bryman & Cramer 2005:286-9; Hardy & Bryman 2009:572; Punch 2005:124-5).



A bi-variate relationship compares and contrasts two different variables, in this case age and gender, to deduce a specific relationship to the result (Bryman & Cramer 2005:286-9; Hardy & Bryman 2009:572; Punch 2005:124-5). The researcher concluded that of the more than 64 respondents who are aged between 18 and 39, 41 respondents are female while 21 are male. This seems to support the humanitarian non-profit sectors recent drive for equal opportunities for qualified female applicants for vacant jobs. Conversely, there are 24 men compared with 15 women in the older age groups of 40-60 years, reflecting historical imbalances in gender policies in recruitment. These policies are also supported through the local Labour Act (Labour Act of the Republic of Zimbabwe [*Chapter 28:01* of 2006: Section 5 (1)]) that also discourages discrimination on the basis of gender, during recruitment.

A summary table of the individual age bands presented with data on gender is shown below.

**Table 4.4: Respondent's age bands segregated by gender**

AGE RANGE OF RESPONDENTS	FREQUENCY	FEMALE	MALE	PERCENTAGE
BELOW 25 YEARS	12	9	3	12%
26-30 YEARS	21	12	9	20%
31-39 YEARS	31	22	9	30%
40-49 YEARS	27	10	17	26%
50-59 YEARS	7	3	4	7%
OVER 60 YEARS	5	2	3	5%
<b>TOTAL</b>	<b>103</b>	<b>58</b>	<b>45</b>	<b>100%</b>

### 4.3.3 Marital status

In Zimbabwe, customary marriages where a traditional *lobola* or dowry ceremony for the bride has been conducted, have as much legal status as civil marriages (Zimbabwe Customary Marriages Act [Chapter 5:07 of 2004]; Zimbabwe Marriage Act [Chapter 5.11 of 2004]). For the purposes of this research and in keeping with laws in Zimbabwe, customary and civil marriages have equal standing. Table 4.5 below indicates the marital status of respondents, segregated by gender, as part of defining the respondent profile through demographic data.

**Table 4.5: Marital status segregated by gender**

MARITAL STATUS	SINGLE	MARRIED	DIVORCED	SEPARATED	TOTAL
NUMBER OF FEMALES	39	12	5	2	58
NUMBER OF MALES	22	21	1	1	45
TOTAL NUMBER (MALE & FEMALE)	61	33	6	3	103
TOTAL % OF MALE & FEMALE	59.22%	32.04%	5.83%	2.91%	100%

### 4.3.4 Employment sector of respondents

Of the total number of the research sample of 127 persons, 103 work for locally-based international humanitarian non-profit organisations. This is the population which forms part of this study of employees working in the non-profit sector under review as defined in Chapter One, section 1.2 and 1.2.1.

#### 4.3.5 Number of years a respondent has worked in current position

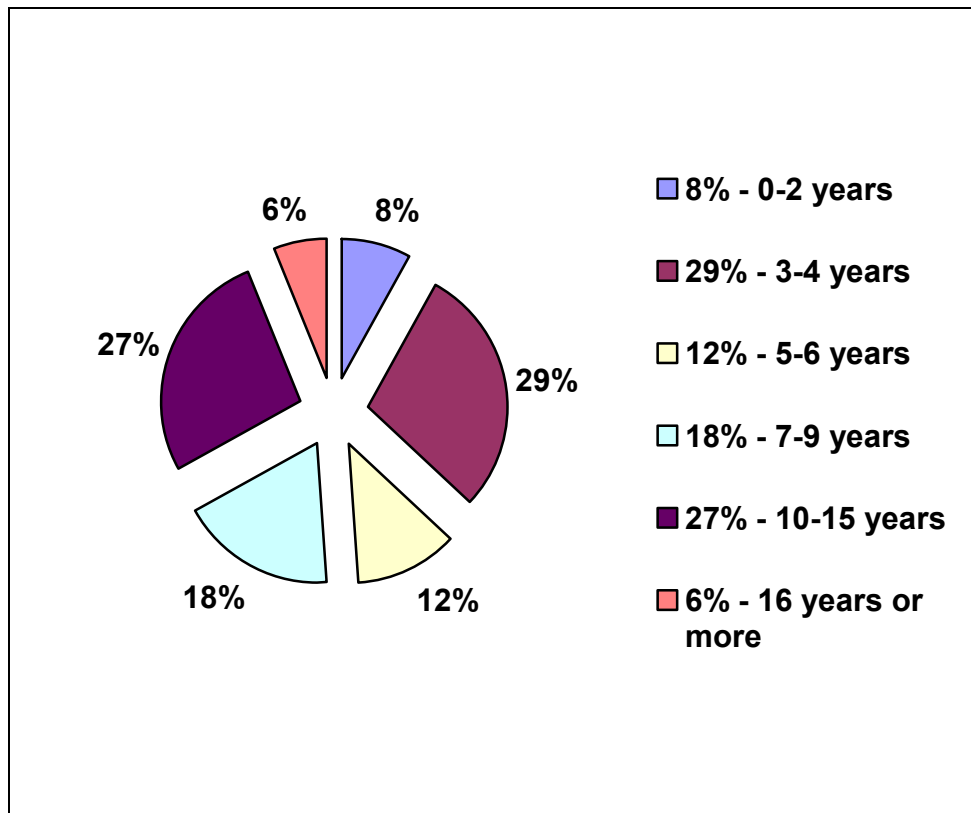
In question five, respondents were asked to indicate the number of years they have worked in their current position. Closer analysis of the questionnaires indicated that some respondents have changed jobs during their years of service with the same employer. An upward career movement is a type of intrinsic reward (Cheminais *et al* 1998:159-60; Cronje *et al* 2001:156-7; Erasmus *et al* 2005:375, 381-3; Globe 1970:62) that is also associated with a positive career movement and a shift to greater responsibility and level of importance (Maslow 1954:91-3). Table 4.6 below details the numbers of years the various respondents have worked in their current position. A correlation of the number of years a respondent has worked in the current position in relation to career movement, mobility and development follows in section 4.3.6.

**Table 4.6: Number of years a respondent has worked in current position**

YEARS IN CURRENT POSITION	NUMBER OF RESPONDENTS	PERCENTAGE
0-2 YEARS	8	8%
3-4 YEARS	30	29 %
5-6 YEARS	12	12%
7-9 YEARS	19	18%
10-15 YEARS	28	27%
16 YEARS OR MORE	6	6%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

#### 4.3.6 Upward mobility within the organisation

Over half of the sample (63%) have worked for the same employer for more than five years. Closely linked to the question on the number of employers, 38 (37%) respondents have worked in a different position within their organisation in the past four years. Other respondents have remained in the same job position for periods ranging from five to six years (12%), seven to nine years (18%) and 10 to 15 years (27%). Another 6% have worked in the same functional job for over 16 years. These data seem to suggest that the mobility detailed in Chapter Two, section 2.4.1.4, namely lateral, vertical, diagonal or outward career changes, is not prevalent in the reviewed sector.



**Figure 4.7:** *Number of years a respondent has worked in current position*

#### **4.3.7 Unemployment in Zimbabwe**

Current unemployment rates in Zimbabwe are around 94% as discussed in Chapter Two, section 2.5 and Chapter Three, section 3.10. Only eight employees have served their current employer for less than two years. The questionnaires indicated that of these, three were recent university graduates working in their first job while the other five were professionals with post-graduate degrees.

During face-to-face discussions, most employees expressed their reluctance to consider applying for new jobs due to the high levels of unemployment evident in Zimbabwe over the past ten years (CIA World Factbook 2011: online; OCHA [Office of the Coordinator for Humanitarian Affairs] 2010: online). The cited reasons included the following:

- the responsibility of having younger children of school-going age;
- risks associated with being a new employee working in a less established organisation;
- a newly recruited employee may not be eligible to apply for other internal positions due to an initial probation period;
- loss of international medical aid coverage for the staff member and dependants that is provided for by the organisation;
- the risk of income loss due to struggling organisations closing down; and
- the loss of existing long service company benefits associated with long service such as pension plans and severance packages which are calculated on the basis of length of service.

Within the context of this study, it is not easy to determine or measure actual levels of loyalty by an employee to an organisation. This is also due to the adverse unemployment levels in the country. It is the

researcher’s opinion that most employees stay within stable employment because of the lack of alternative options that they would be willing to pursue. Out of the 103 respondents, 64 are aged below 39 years. Based on the researcher’s own experience as a Zimbabwean, most work colleagues who have children, have generally given birth during their twenties to late thirties and are more likely to have at least one child of school-going age by age forty. Staying within a stable employment environment is therefore a priority for them.

#### **4.3.8 Number of employers since 2005**

The trends in responses to the question “The number of employers since 2005,” were more or less similar to the question that explored the number of years employees have worked in their current position. Only 12 respondents or 12% had had more than three employers since 2005, while 38 respondents or 37% had changed jobs twice in six years. No employees have had four or more employers since 2005. The rest of the realised sample, about 51% have worked for the same employer since 2005.

**Table 4.8: Number of employers since 2005**

<b>NUMBER OF EMPLOYERS SINCE 2005</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
CURRENT EMPLOYER	53	51%
TWO	38	37 %
THREE	12	12%
FOUR	0	0%
FIVE OR MORE	0	0%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

#### **4.3.9 Job selection**

In part B of the questionnaire, questions one to five evaluated the employee's basis for selecting a particular job. A combined 52 respondents, or 50%, strongly agreed and somewhat agreed that they selected their current jobs because they felt their personal principles were similar to those of the employer. Almost a marginally equal number of 51 respondents somewhat and strongly disagreed with this statement.

However, 51% somewhat disagreed and 17% strongly disagreed to selecting their job based on non-cash benefits. As per Chapter Two, section 2.4.1.2, these benefits include financial and non-financial benefits such as company vehicles, share options, recognition or individual growth, among others (Cheminais *et al* 1998:159-60; Cronje *et al* 2001:156-7; Erasmus *et al* 2005:375, 381-3).

Most respondents appeared to have weak attachments to their current employer as 70% felt strongly that they did not see themselves in the same job in the next five years. Most employees interviewed were content to stay in their current sector (90%) and this could be attributed to being grateful to have a job because of the high unemployment levels currently experienced in Zimbabwe as stated in section 4.3.5. It was evident that 93 (90%) respondents appear to have stayed in their present job due to necessity and not choice. This may imply that despite some discontent with their current jobs, most employees were not changing jobs frequently due to the poor economic environment.

#### **4.3.10 Remuneration**

Question seven under the questions on remuneration numbered six to ten, shows that 81% of respondents feel that they are grateful to be

employed. These employees appear less concerned about the kind of work they are doing or if their current position is entirely relevant to their training or qualifications. While 86% of respondents felt that they “strongly agreed” that the economy affects their satisfaction with their salary level, the remaining 14% somewhat agreed to this.

#### **4.3.11 Maslow’s self-actualisation needs**

Maslow and Mayo, as discussed in Chapter Two, section 2.4.1.2, suggest that a high salary can motivate an employee only up to a certain extent. When the salary amount alone is no longer adequate for the needs of the employee, other forms of extrinsic and intrinsic remuneration need to be incorporated to ensure that the employee remains highly motivated (Cheminais *et al* 1998:159-60; Cronje *et al* 2001:156-7; Erasmus *et al* 2005:375, 381-3; Globe 1970:62; Maslow 1954:91-3).

This corresponds to what Maslow calls the self-actualisation of needs as discussed in Chapter Two, section 2.3.5. Individual needs at this level are less about money and job security but more about recognition, status, greater individual growth, increased responsibility, among others. These additional needs that are over and above an employee’s salary needs are tabulated in section 4.3.22. The research found that of the 39 employees aged 40 and above, most employees (90%) value recognition of their achievements by the employer and also the accompanying status in society. This status includes being able to send children to private schools and external universities, owning multiple current model luxury vehicles, living in a house in an upmarket area or being able to travel outside of the country or continent on family holidays.



#### 4.3.12 Type of employment contract

Most respondents' employment contracts within the international humanitarian NGO sector are of varying but defined durations. These include fixed-term appointments, temporary appointments and short-term contracts for provision of short-term services and consultancies. Fixed-term contracts are renewable indefinitely and temporary contracts are valid for a defined amount of time, usually two years. According to the publicly accessible WHO website (WHO 2010: online), renewable contracts can be signed for one, two, three, four or five year cycles depending on donor funding.

Permanent or open-ended contracts are not common and generally apply to employees that served under older contract types and regulations from more than 20 years ago. The Table below shows the distribution of contract types within the respondent profile. The Table below illustrates the frequency in the contract type of the respondents.

**Table 4.9: Number of employees per contract type**

CONTRACT TYPE	FREQUENCY	PERCENTAGE
FIXED-TERM CONTRACT	50	49%
TEMPORARY CONTRACT	38	37%
SHORT-TERM CONTRACT	15	14%
PERMANENT / OPEN-ENDED CONTRACT	0	0
<b>TOTAL NUMBER OF EMPLOYEES</b>	<b>103</b>	<b>100%</b>

Though respondents are well aware of the contract regulations that guide employment in donor-funded organisations, the limited contract length still presents continued periods of uncertainty for most employees. During discussion sessions and interviews, all

respondents felt that long-term plans are difficult to commit to as contracts are usually renewable for short periods at a time. However, some discussion session respondents (45%) felt that shorter contracts keep them motivated and inspired to maintain high performance at all times to ensure renewal of the employment contract. From the data collected, some staff (6%) had been with the same organisation, transitioning from one short contract to another, for the past 16 years.

#### **4.3.13 Performance evaluations**

The questionnaire section on performance evaluations, under questions 11-15, is one of the few sections within the questionnaire where some respondents consistently chose to tick the “neither agree nor disagree” option on four of the five questions. Additional insight from the discussion session indicated a lack of appreciation of a performance evaluation report. This trend appeared to mirror the initial negative perceptions to the performance review process in the CCQ research highlighted in Chapter Two Section 2.2 (Becker *et al* 2011:255-71). In this dissertation, employees feel superior performance is neither rewarded nor is poor work performance corrected, in some instances.

This was also evident from the negative sentiments (64%) towards the assertion that a performance evaluation report is a good indicator of individual performance, compared with 10% who were indifferent and 26% who held positive sentiments. Further cementing the largely negative perception of a performance evaluation report, 33% of respondents stated that they had little confidence in feedback provided in evaluation discussions, while 26% chose the median option to express their indifference. Other negative respondent responses are summarised as follows:

- 88% do not find it easy to talk to their supervisor,

- 86% do not feel that their superior work performance is recognised, while
- 83% do not feel that attempts are made by the organisation to correct poor employee performance

#### **4.3.14 Bennis' and Deming's participatory approaches**

The participatory approach to the management of employee and employer expectations appears to be at a low level with just four participants (4%) agreeing or somewhat agreeing to question 13 on the ease of communication between the supervisor and supervisee. A further 8% of respondents selected the 'neither agree nor disagree' option.

According to theories proposed by Bennis and Deming as detailed in in Chapter Two, sections 2.3.1 and 2.3.2, it is important for employees to be involved in decisions that affect them, as asserted by Becker *et al* (2011:260-2). Although a detailed analysis of the overall organisational climate of participatory decision-making of the sector was not specifically included within the scope of this research, the performance evaluation process is linked to overall organisation objectives (Becker *et al* 2011:255, Curry *et al* 2002:207-16; Erasmus *et al* 2005:308-12, 350-1; Van der Wiele *et al*, 2000:378-84; Williams *et al* 2004:605-11). Data from performance evaluations can assist in future planning for the organisation in terms of training needs, organisational structure, promotions and other lateral movements (Becker *et al* 2011:266, Cheminais *et al* 1998:269, 309-12; Cronje *et al* 2001:454-5; Erasmus *et al* 2005:308-12, 350-1).

These negative feelings (88%) towards the employee/employer performance evaluation relationship were different compared with the generally positive responses to the last set of five questions

numbered 16-20, which pertained to the availability of career development options within the organisation.

#### **4.3.15 Career development**

The positive sentiments expressed by respondents to the questions on training and development (an average of 76%) were in contrast to the physical micro and macro environment of a socio-politically and economically challenged Zimbabwe. This lends credence to the Hawthorne Studies and Theory Y (Cheminais *et al* 1998:156, 192; Dresang 2009:85-6, 90-1; Safferstone 2007:3-4) where Mayo and McGregor hypothesised that positive employee performance has less to do with the physical environment but much to do with individual, inherent driving factors as a result of one's background, personal ethics or upbringing.

#### **4.3.16 Training initiatives**

Almost 76% of respondents confirmed that they have benefited from some form of work-based training and development in the past 12 months. Another 96% of respondents felt that workplace training programmes encouraged them to work better. This number also included respondents who may have received training in the past, but not within the last 12 months specifically. The positive opinions are in sharp contrast to the largely negative sentiments expressed in the previous section 4.3.13 which covered the personnel evaluation report.

About 82% of employees do not feel they are valued as a hardworking individual within their organisation. The perception of future career development through being a hardworking employee is largely subjective to each employee according to their Social Desirability Basis as discussed in Chapter Three, section 3.12.1.6

(Brace 2004:88-9, 181-2). The researcher concurs that the goal of having highly performing employees is closely linked to the level of communication between the organisation's leaders and their employees as stated by Becker *et al* (2011:260-64) and Cronje *et al* (2001:144).

#### **4.3.17 Promotion**

It was noted that 91% of the respondents expressed very little confidence in the prospects of promotion in their current organisation. Some posts in the humanitarian sector reviewed are specifically reserved for international professionals or non-country nationals recruited from other countries. Zimbabweans cannot apply for such positions and would similarly have to apply for such positions in other countries once they have reached the upper levels of their chosen career path within Zimbabwe based humanitarian organisations (OHRM [Office of Human Resources Management] 2009: online).

The latter positions carry additional benefits such as:

- education grants for dependants up to university level,
- travel and housing allowances, and
- hardship allowances for countries that are experiencing socio-political or economic problems such as Zimbabwe or other countries such as Iraq, Pakistan, Sudan, the Democratic Republic of the Congo, Haiti or Somalia.

(Collis and Hussey 2009:418-39; UNDP [United Nations Development Programme] 2010: online).

A hardship allowance is payable to internationally recruited staff serving in a designated hardship country. This is to mitigate the effects of food shortages, difficulty in accessing services, a general increased cost of living and the need to travel more frequently or

import goods for daily sustenance. Local employees, by virtue of being in their own country, do not receive the hardship allowance. This aspect of separate contract systems between locally and internationally recruited staff was raised during discussions with respondents. Employees are aware of the differences between remuneration and benefit packages, but are also cognisant of the non-applicability of these benefits to local staff.

A positive factor that was raised during the discussion sessions was that all available local jobs within the sector reviewed are attained through a competitive recruitment process. This is in response to question 10 on the grades and salary scales where 92% of respondents strongly disagreed and the remaining 8% somewhat disagreed to flexibility in the application of grades and salary scales. During the discussion sessions, 93% of participants felt that they have an equal chance of applying for vacant jobs when they arise because of the policy of competitive recruitment for vacant positions (WHO 2010: online; UNDP 2010: online). Jobs are not reserved or awarded to selected employees in a partisan way. The competitive recruitment policy appears to give any qualified individuals equal access to apply for jobs they are qualified for.

#### **4.3.18 The employee's role in performance**

Some respondents (10%) indicated their acknowledgement that short-term and defined contract lengths are a non-negotiable factor of the humanitarian sector. They felt that personal adjustments can be made to one's attitude towards a short-term contract. This small percentage of the respondent group see the short-term contracts as an opportunity to keep their performance at a consistently high level due to the uncertainty that they have channelled into a positive attitude. Cheminais *et al* (1998:192) refer to the contrast in behavioural responses which different employees may have to the

same variables affecting them as a group. Employees may react either negatively or positively depending on their background (Cheminais *et al* 1998:192; Cronje *et al* 2001:154, 157). An individual's response to a situation is largely shaped by their social and demographic background, as discussed in Chapter Two, section 2.4.2.1.

Face-to-face discussions show that most employees generally remain optimistic about the future of the country. Some indicated that they have made a conscious choice to stay in the country; while others state they would venture outside of Zimbabwe should the right opportunity present itself. This is evidenced by their level of qualifications that would permit them to seek other opportunities outside of the country's borders as many Zimbabweans have already done (Chetsanga 2004:8-12; Chimanikire 2005:3-21; Crush 2001:1-3).

#### **4.3.19 Level of education of respondents**

Table 4.10 below shows a summary of the highest educational qualification attained by the 103 respondents.

***Table 4.10: Highest qualification held***

<b>HIGHEST QUALIFICATION HELD</b>	<b>NUMBER OF RESPONDENTS</b>	<b>% OF RESPONDENTS</b>
COMPLETED HIGH SCHOOL OR A LEVELS	2	2%
SHORT POST-SCHOOL CERTIFICATE OR DIPLOMA (UP TO 2 YEARS IN DURATION)	5	5%
LONGER POST-SCHOOL DIPLOMA (AT LEAST 2 YEARS IN DURATION)	24	23%
BACHELOR'S OR HONOURS DEGREE	43	42%
MASTER'S DEGREE OR HIGHER	29	28%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

According to the sample surveyed, 42% of respondents have a bachelor’s degree. Another 23% of respondents have a post-school qualification that required at least two years of required coursework to complete.

This information may be corroborating evidence of the significant investments made in education in the country’s early post-independence period. Literacy levels in Zimbabwe have remained high despite the socio-political and economic challenges over the past ten years. In 2010, Zimbabwe’s literacy rate of 94% exceeded that of Tunisia, which used to be the country placed first in Africa (Hartmann 2010: online; Zimbabwe 2010: online).

#### **4.3.20 Current employment grade or level**

Table 4.11 below indicates the number and percentage of employees employed at each grade level.

***Table 4.11: Number of employees per grade level***

<b>EMPLOYEE GRADE LEVEL</b>	<b>FREQUENCY</b>	<b>PERCENTAGE</b>
GENERAL SERVICES (GS 1-4) OR CLERICAL	4	5%
GENERAL SERVICES (GS 5-7) OR JUNIOR TO SENIOR ADMIN ASSISTANT	51	50%
PROFESSIONAL OFFICER (NOA/NOB) OR JUNIOR MANAGER	41	40%
PROFESSIONAL OFFICER (NOC/NOD) OR MIDDLE MANAGER	4	5%
PROFESSIONAL OFFICER (NOE) & ABOVE OR SENIOR MANAGER & ABOVE	3	3%
<b>TOTAL</b>	<b>103</b>	<b>100%</b>

While 40% of respondents identify themselves as junior managers at a professional level, 7% indicated that they were at middle to senior



management level. The clerical to senior admin assistant level constitutes 50% of the respondent sample. Of this group, 47% of the 51 respondents have attained a bachelor's degree, and 28% hold a master's degree.

#### **4.3.21 Financial and non-financial rewards**

At the end of the questionnaire, respondents were asked to select as many financial and non-financial rewards as apply within their organisation. This list of rewards invoked much discussion, especially for those who, like the researcher, have in the past worked in both the profit and the non-profit sector. During the discussion sessions, comparisons of benefits and rewards were made based on employee's personal experience and knowledge of friends in other sectors whose benefits they are aware of. These include: company cars serviced at the company's expense; annual bonuses or a 13<sup>th</sup> cheque traditionally paid in Zimbabwe in November of each year; entertainment allowances; school fees grants; and rental allowances or profit-sharing schemes (Collis & Hussey 2009:418-39). These benefits were not explored in any detail as these were not reviewed within the scope of this dissertation. They are mentioned here as a record of the discussion session.

Some benefits of the non-profit sector reviewed, include a comprehensive international-based medical aid benefit package that is globally negotiated and allows local staff to seamlessly access medical care in many countries in the world (Collis & Hussey 2009:418-39). Other provisions include maternity leave of a minimum of four months. This is extendable up to one year, without penalty or risk of losing one's job through the use of available leave days and leave without pay (UN 2003: online). The standard maternity leave period according to local labour laws in Zimbabwe is

98 calendar days (UNSTATS [United Nations Statistics] 2010: online; Zimbabwe Labour Act, Chapter 28:01 Part 4 section [14B]).

Male employees are also permitted to take paternity leave of 14 days upon the birth of a child (UNHCR [United Nations High Commissioner for Refugees] 2001: online; UNICEF [United Nations Children’s Fund] 2000: online). The tabular illustration below shows 30 financial and non-financial rewards gleaned from various performance books reviewed during this research.

**Table 4.12: Summary of financial and non-financial rewards**

FINANCIAL REWARDS				NON-FINANCIAL REWARDS					
PERFORMANCE REWARDS		MEMBERSHIP REWARDS		STATUS REWARDS		SOCIAL REWARDS		INTRINSIC REWARDS	
COMMISSION PAY	0	BASIC SALARY	103 100%	CHOICE IN OFFICE LOCATION	0	PRAISE FOR WORK WELL DONE	32 31%	INCREASING RESPONSIBILITY /PROMOTION	0
PERFORMANCE BONUSES	0	RETIREMENT BENEFITS	88 85%	CHOICE IN OFFICE FURNISHINGS	0	COMPLIMENTS FOR ACHIEVEMENT	36 35%	PERSONAL GROWTH OPPORTUNITIES	23 22%
MERIT PAY	0	CAR ALLOWANCE	0	PERSONAL ASSIGNED PARKING	0	FRIENDLY GREETINGS	27 26%	MORE INTERESTING WORK	21 20%
INCENTIVE SCHEMES	0	MEDICAL AID	88 85%	OWN SECRETARY	0	NON-OFFICIAL DINNER INVITATIONS	18 17%	AUTONOMY	0
ACHIEVEMENT AWARDS	0	THIRTEENTH CHEQUE	0	PUBLIC RECOGNITION	17 17%	WORK SOCIAL GATHERINGS	72 70%		
STOCK OWNERSHIP	0	SUBSIDISED CANTEEN	0	CONVENIENCE SERVICES ie GYM, DAY CARE ROOM, CANTEEN	54 52%				
SHARE OPTIONS	0	SPONSORED VACATIONS	0						
		PROFIT SHARING	0						

(Cheminais *et al* 1998:159-60; Cronje *et al* 2001:156-7; Erasmus *et al* 2005:375, 381-3)

It is interesting to note that 60% of these 30 rewards that were not selected are not applicable in the non-profit sector reviewed. Other non-financial rewards which focus more on perceptions and the social communication aspects of working relationships had low ratings of applicability, ranging around 17% to 35% with the exception of the

aspect of social reward “work gatherings,” that registered 70% (Cheminais *et al* 1998:159-60; Cronje *et al* 2001:156-7; Erasmus *et al* 2005:375, 381-3).

These rewards are described by McLelland in Armstrong and Murlis (2004:66-68) and Grobler *et al* (2006:218) as “affiliation motivational needs” where people strive for friendly associations, interactions and friendships with others. This mirrors the lower ratings given in the questionnaire for other communication related areas such as performance evaluation and supervisor’s leadership style. These communication aspects depend more on building lasting and participatory relationships between employers and employees as suggested in Chapter Two, sections 2.3.1, 2.3.2, 2.3.6, 2.4.1.1 and 2.4.1.3.

#### **4.3.22 Confidence in Zimbabwe’s future**

The brief summary of the socio-political and economic environment presented in Chapter Two, section 2.5 has also been contrasted against the two research questions stated in section 4.1. The state of Zimbabwe’s economy appears to be an overarching factor in affecting employee performance in general.

A recurrent theme in discussions held with the respondents, is that of an absolute confidence that the country’s negative environment will change for the better in the next few years. The researcher feels that this remains to be seen as no definitive evidence is yet available to affirm or dispute this point.

The unique factors affecting employee performance in the non-profit sector as they have emerged through this research process are presented next.

#### **4.4 THE UNIQUE FACTORS AFFECTING EMPLOYEE PERFORMANCE IN THE NON-PROFIT SECTOR**

On analysis of the data collected, some commonalities are evident that may play a contributory role in affecting employee performance in the non-profit sector. The responses received were collated to provide evidence to confirm or refute the assumptions asserted in the two research questions:

*What are the unique factors that affect employee performance in non-profit organisations?*

and

*What unique variables motivate and affect workers in the non-profit sector?*

The hypothesis assumes that the workplace performance of employees employed in the non-profit sector is affected by and dependent on unique factors that apply more frequently in the non-profit sectors than other sectors.

These unique factors are now presented as evaluated through this research.

- i. The absence of automatic job promotions for high performing individuals can negatively affect high performing individuals who feel they are not rewarded for superior performance since employees have to participate in a competitive recruitment process.
- ii. Conversely, competitive recruitment can also ensure that deserving employees, especially those who have accentuated

their qualifications through self-study can be considered for vacant positions that are available within the organisation.

- iii. There is a greater opportunity for local staff to apply and be considered for international job assignments within the same organisation with no interruption to their status and length of service.

These three factors have emerged as unique factors within the sector reviewed which are not generically applicable to other work sectors. As mentioned in Chapter One, section 1.2., it is hoped that this study can be used by public administrators who lead public or and non-profit organisations, to do any of the following:

- i. understand the various motivating factors for employees who happen to work or choose to work in organisations that provide a public service, often to marginalised sectors of the population,
- ii. identify barriers to the organisation nurturing efficient and effective employees who promote public service policies or humanitarian programmes that positively affect the general welfare of a country's citizens (Cloete 2008:118) and
- iii. assist organisational leadership in creating a favourable environment for employee and organisational development. This can be done through exemplary leadership that evaluates or accentuates general rewards and benefit policies that are prevalent in the profit sector and possibly tailor-making permissible alternatives and other non-financial rewards that can be acceptable within the guidelines of non-profit organisations.

## 4.5 CONCLUSION

This chapter presented the quantitative and qualitative data collected during the research through the use of a questionnaire, discussion sessions and face-to-face interviews. The data were presented through the use of narrative presentations, tables and a pie chart. Inferences were made by contrasting variables with bi-variate relationships such as age against gender (section 4.4), employee grade versus level of qualifications (section 4.5) and current employment grade level and level of qualifications (4.3.21).

The research questions and hypothesis were tested against the results of the research and the literature reviewed. After these data were filtered, three unique factors were presented as having a unique applicability to the non-profit sector in Harare, Zimbabwe. These are:

- i. The absence of automatic job promotions for high performing individuals can negatively affect high performing individuals who feel they are not rewarded for superior performance since employees have to participate in a competitive recruitment process.
- ii. Conversely, competitive recruitment can also ensure that deserving employees, especially those who have accentuated their qualifications through self-study can be considered for vacant positions that are available within the organisation.
- iii. There is a greater opportunity for local staff to apply and be considered for international job assignments within the same organisation with no interruption to their status and length of service.

The next and final chapter will present an analysis of the three unique factors that affect employee performance in non-profit organisations and recommendations for future study.

## CHAPTER 5

### CONCLUSION

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#### 5.1 INTRODUCTION

The purpose of this research was to evaluate the factors that affect employee performance in non-profit organisations. The research was conducted on a realised sample of 103 Harare-based employees who work in the non-profit sector within the Zimbabwean context. Two research questions were proposed in Chapter One, section 1.4.1. These are:

*What are the unique factors that affect employee performance in non-profit organisations?*

and

*What unique variables motivate and affect workers in the non-profit sector?*

This chapter contains an analysis of the research findings that were presented in Chapter Four. Also included are the meaning and implication of the research results; acceptance or rejection of the hypothesis, recommendations based on research results and an evaluation of the research findings as an extension of knowledge. Concluding remarks and suggestions are made for future research that could be profitable in providing an extension of knowledge in the field of Public Administration. The chapter ends with an overall summary of the research process followed. An overall summary of the research findings is now presented.

## **5.2 SUMMARY OF FINDINGS, MEANING AND IMPLICATIONS**

At the end of the previous chapter, three unique factors affecting employee performance in non-profit organisations were identified from the results of the research process. These are:

- i. The absence of automatic job promotions for high performing individuals can negatively affect high performing individuals who feel they are not rewarded for superior performance since employees have to participate in a competitive recruitment process.
- ii. Conversely, competitive recruitment can also ensure that deserving employees, especially those who have accentuated their qualifications through self-study can be considered for vacant positions that are available within the organisation.
- iii. There is a greater opportunity for local staff to apply and be considered for international job assignments within the same organisation with no interruption to their status and length of service.

The meaning and implication of the research of each unique factor within the Zimbabwe context will now be evaluated individually, beginning with the policy of competitive recruitment in the non-profit sector.

### **5.2.1 Absence of job promotions**

#### **Unique factor (i)**

*The absence of automatic job promotions for high performing individuals can negatively affect high performing individuals who feel they are not rewarded for superior performance since*



*employees have to apply and participate in a competitive recruitment process.*

## **Findings**

In section 4.3.17 of Chapter Four, 91% of respondents indicated a lack of confidence in prospects of promotion within their organisation. This appeared to confirm that employees in the sector reviewed are aware of the policy on competitive recruitment for vacant posts. This awareness may also be a contributing factor in the negative perception by respondents towards performance evaluations, where 86% felt that superior work performance is not recognised. In Chapter Two, section 2.4.1.1, it was stated that an effective performance review process can sustain contented workers. This can be through positive interventions in the form of additional remuneration options such as salary increases, expanded job roles or promotions.

It is noted that over 60% of the intrinsic and extrinsic rewards proposed by Cheminais (2008:158-160) and evaluated in Chapter Four, section 4.3.22 are not evident in the sector reviewed. The lower prevalence of these rewards can be a contributory factor to the employee's negative perception to the performance evaluation process since tangible benefits are not experienced by the staff member.

## **Meaning and implications**

The researcher concludes that good performance may not always be rewarded for high performing employees using traditional "rewards" such as appointment or promotion. This may result in the demotivation of employees. Each employer may need to explore context appropriate rewards that comply with internal organisational guidelines but also to a large extent create a mutually beneficial performance relationship between both the employer and the employee. Some suggestions of creative approaches in rewarding

high performing employees in the absence of the promotion option are discussed in section 5.4, later in this chapter.

## **5.2.2 Competitive recruitment policy for vacant posts**

### **Unique factor (ii)**

*The absence of automatic promotions for high performing individuals can present an opportunity for qualified and deserving employees to apply for any vacant positions. This will benefit employees who have accentuated their qualifications through self-study and can be considered for vacant positions that are available within the organisation through the policy of competitive recruitment for all vacant positions*

### **Findings**

The results under Chapter Four, section 4.3.5 inferred that due to the policy of competitive recruitment, staff had possibly been able to grow within the organisation as evidenced by 37% of respondents who have held a different position within the same organisation in the past four years. The discussion sessions also seemed to support this view as most participants were successful in applying for other jobs or had seen colleagues apply and be selected for higher posts. Almost 93% of participants mentioned in Chapter Four, section 4.3.17 appreciated that competitive recruitment affords them an equal platform to apply for vacant jobs based on their experience and qualifications.

### **Meaning and implications**

The researcher concludes that despite the absence of promotion or appointments for high performing individuals, a unique opportunity is presented through competitive recruitment for deserving employees. As long as that process is conducted fairly and transparently, the researcher acknowledges that employees engaged in self-study and

personal professional development can successfully be considered for any vacant position that they are qualified for.

### **5.2.3 Greater options to secure international jobs within the same organisation**

#### **Unique factor (iii)**

*There is a greater opportunity for local staff to apply and be considered for international job assignments within the same organisation with no interruption to their status and length of service.*

#### **Findings**

International organisations also provide a unique opportunity for local staff to apply and be considered for job opportunities in other countries within the same organisation and without affecting or lowering long-term benefits such as the employee's pension plan. References for the benefits that apply to these positions are detailed in Chapter Four, section 4.3.17. The research results affirm the positive motivating factor based on the possibility of local staff being eligible to apply for vacancies in other countries with no interruption to their employment status.

#### **Meaning and implications**

The research results in Chapter Four, section 4.3.17 show that these international positions carry added rewards and benefits such as relocation grants, education allowances, rental subsidies, and vacation allowances among others (Collis & Hussey 2009:418-39; UNDP 2010: online). Such opportunities are a unique motivating factor in the non-profit sector as any level of staff member can be considered for professional posts worldwide as a continuing staff member and without affecting the continuity of their length of service within the organisation.

The researcher notes that although this aspect was not specifically evaluated in the questionnaire, it emerged during the discussions and interviews as a significant loyalty factor of employees who are employed in this sector. According to results in Chapter Four, section 4.3.9, 90% of respondents are content to stay in the same employer sector. Conversely, 70% of respondents indicated that they would not hesitate in changing their job type. The researcher infers that there appears to be a loyalty to a particular employer but not necessarily to the functions of a job within that sector. It may be further implied that some of these respondents could also have aspirations of international posts under the same employer, evidenced by their reluctance to leave their existing employer while being open to changing job titles.

### **5.3 ACCEPTANCE OF HYPOTHESIS**

The hypothesis assumed that the performance of employees in the non-profit sector is affected by and dependent on unique factors that apply more frequently in the non-profit sectors than other sectors. This hypothesis is accepted as the three factors indicated are unique and occur frequently in the non-profit sector. The reasons are stated below.

The researcher feels that these three factors are unique because they are not generally applicable to profit-based organisations. Based on personal work experience gained from the profit and humanitarian non-profit sectors, as well as summaries of discussions with respondents who took part in face-to-face interviews and the focus group session, the three factors have unique applicability to the sector reviewed. This hypothesis was first tested through an evaluation of motivational theories and human resources

performance management theories which were presented in Chapter Two, section 2.3 and its sub-sections as well as section 2.4 and its sub-sections.

The behavioural attributes that apply to general employee behaviour were used as a comparison to actual behaviours within the non-profit sector as reviewed through the questionnaire, group discussion and interviews conducted. The trends in data and results which support the hypothesis were presented in Chapter Four where three unique factors were identified. These unique factors were further clarified in section 5.2 of this chapter and the recommendations based on the unique factors are now presented in the next section.

#### **5.4 RECOMMENDATIONS BASED ON RESEARCH RESULTS**

Based on the research results presented in Chapter Four, three unique factors were identified and detailed above. Recommendations are now made by the researcher based on performance management theories reviewed and human resources management literature that was analysed. Also incorporated in these recommendations are data that were collected from a respondent sample and the accompanying research results that were presented in this research study. All these aspects pertain to ameliorating the unique factors affecting employee performance in the non-profit sector.

##### **Recommendation 1**

It is acknowledged through the research results that the reviewed sector uses a short-term contract system. This is due to the nature of organisational donor funds which are defined in cycles of one to five years' duration as mentioned in Chapter Four, section 4.3.12. It is recommended that organisations in this sector can still pursue and encourage staff motivation by exploring other remuneration and

reward systems that complement the organisation's traditional rewards as selected in Table 4.11 under Chapter Four, section 4.3.22. These include expanding on the accessibility of all staff to non-financial rewards that are already in existence, but are not widely available in the sector as indicated by the low to average percentages of between 17% and 35%. These include status, social and intrinsic rewards such as public recognition, convenience services and meaningful social interaction outside of the normal working day.

### **Recommendation 2**

The researcher acknowledges that not all good performance can be rewarded through promotion in any sector. However, an effective remuneration strategy as well as leadership style by management within the non-profit sector as detailed in Chapter Two, sections 2.4.1.2 and 2.4.1.3 can introduce other forms of recognition of superior performance. An example could be a "staff awards day" where high performing employees are publicly commended and recognised by the head of the office. Certificates and small cash awards can be given with clear citations on the basis of the award.

### **Recommendation 3**

High performing staff can also be considered for job-secondments in other offices in order to gain international experience and exposure. For example, it is common in the sector reviewed for some staff to be deployed on a one to three month basis in other country offices of the same international organisation. This is especially common for short-term staffing requirements when humanitarian emergencies occur, such as the earthquake in Haiti or political turmoil and war in Sudan (Reliefweb 2011: online; UNICEF 2011: online).

The researcher sees this unique opportunity for job expansion as one reason why some employees in the sector (90%) have remained loyal and are content to remain in their sector, as indicated in Chapter Four, sections 4.3.9 and 4.3.17 (OHRM 2009: online). Leadership

development initiatives for outstanding staff with the potential to perform at even higher levels can also be introduced as a motivating tool for personal and professional development.

#### **Recommendation 4**

A participatory approach to organisational decisions will ensure that any initiatives that are introduced are to a large extent in the interests of the organisation as well as the employee, as proposed by Becker *et al* (2011:255-271) in Chapter 2 Section 2.2.1 Under this enabling environment, training, secondment and recognition initiatives that have been mentioned above, can result in capable employees performing at similar high levels in other countries where the opportunity arises.

The participatory approach is a core principle of Deming's Total Quality Management Model (TQM) as described in Chapter Two, section 2.3.2 (Dresang 2009:9, 86-7; Grobler *et al* 2006:143; Van der Wiele *et al* 2000:373-80; Williams *et al* 2004:603-5; Yusof 1999:55-60). TQM ensures that employees within the whole organisation are active participants in decisions that affect them and that there is a sense of equal partnership in the organisation's success or failure. With careful recruitment and evaluation policies, the right employees who espouse the right attitude and qualities for future development can be recruited or encouraged to perform well knowing that they will benefit from a variety of accessible rewards or opportunities.

#### **Recommendation 5**

Conversely, the researcher feels that poor performance must be highlighted during performance evaluations, counselled and corrected as appropriate. Where it becomes necessary, protracted poor performance must be accompanied by firm actions that can result in suspension, loss of pay or separation where corrective measures fail to work over a defined time and as per organisational and the country's laws for dismissal. The researcher feels that in as much as

good performance that is not recognised is a de-motivating factor, so is poor performance of colleagues that remains uncorrected.

### **Recommendation 6**

The researcher strongly believes in empowered employees who take firm charge of their employment future by engaging in self-initiated study and professional development. A positive attitude coupled with innate ability within the workplace, creates the kind of employee that every employer wants to have working for them. A recommendation is therefore made for employees to improve their qualifications and knowledge base and use every workplace opportunity that may be provided or is available, to their advantage.

## **5.5 RESEARCH FINDINGS AS AN EXTENSION OF KNOWLEDGE**

The field of Public Administration encompasses non-profit organisations, as defined in Chapter One, section 1.2 as groups that "... include churches, public schools, public charities, public clinics and hospitals, political organisations, legal aid societies, volunteer services organisations, labour unions, professional associations, research institutes, museums, and some governmental agencies". These groups differ much among themselves in terms of how they are constituted, who they are accountable to as well as their resource bases. A commonality is that profit is not a motive but rather the objective of an advancement of a set of service-oriented ideals that generally benefit society at large. This research can therefore have applicability to some extent in some non-profit organisations within the public sector due to similar dilemmas on how to improve or maintain superior employee performance.

The research results show that some employees that took part in the research are still motivated to perform at a high level despite a socio-



economic and political environment that has been less than favourable over the past decade. This behaviour complements the assertion by Mayo in the Hawthorne studies detailed in Chapter Two, section 2.3.3, that some employees are motivated by their background, personal ideals and ethics, rather than their physical environment (Cheminais *et al* 1998:192; Dresang 2009:91; Safferstone 2007:3).

These employees also continue to perform at a high output despite the absence of one or more of the more traditional methods of recognition of superior performance such as promotion or appointment to a higher level position as detailed in the rewards table at the end of Chapter Four (Table 4.11). Some employees also are motivated by the prospect of competitive recruitment for all vacant posts. This behaviour would appear to concur with Maslow's Hierarchy theory suggesting different priorities for different individuals based on their background and general approach to life (Cheminais *et al* 1998:155; Cronje *et al* 2001:155; Grobler *et al* 2006:217; Marnewick 2011:1295; Maslow 1943:370-96; Moore 1985:109-11).

The aspect of uncertainty as a motivating factor due to shorter term contracts was not evaluated during the literature review. The researcher sees this as an opportunity for further study to explore if there are existing theories, hypotheses or papers that relate to this aspect of employee performance, as detailed in the next section on recommendations for future research.

## **5.6 SUGGESTIONS FOR FUTURE RESEARCH**

Due to the limited scope of this research which is in partial fulfilment of a coursework-based Master's degree in Public Management, the research focused on 127 staff working in international humanitarian

non-profit organisations. Given adequate resources and organisational support, the researcher would in the future like to undertake a comprehensive longitudinal national research project in the field of employee performance within the same sector.

A wider and more geographically diverse group of respondents can be reviewed. This would expand the research sample and general applicability, reliability and external validity of the research results to a more representative section of the population, as mentioned in Chapter Three, sections 3.3, 3.6 and 3.7. Expanded research results that have greater applicability would assist in an evidence-based employer approach to accentuating employee performance in non-profit organisations. A holistic approach to the management of employees can be incorporated into the overall organisational mission to achieve greater results and efficiency that meet the objectives of the organisation.

The researcher suggests and hopes that this research may be considered as a means of stimulating discussion, further exploration, measurement, effective reporting and documentation of employee performance data within the Zimbabwean non-profit sector. As employees are an organisation's most valuable resource, it is imperative that the employer encourages and promotes high performance where a competitive recruitment process has found an individual to be a suitable candidate for employment in the organisation.

## **5.7 CONCLUSION**

This research sought to explore and identify unique factors that affect employee performance in non-profit organisations.

In **Chapter One**, two research questions were formulated to delineate the research process. These are: “What are the unique factors that affect employee performance in non-profit organisations?” and “What unique variables motivate and affect workers in the non-profit sector?” After an evaluation of general factors that affect employee performance in any sector, the three unique factors were identified as unique to the sector and reviewed in the Zimbabwean context of the study.

These unique factors were compared against human resources performance management theories detailed in Chapter Two, section 2.4. A comparison was made against general factors affecting employee performance as detailed by various authors in the whole of Chapter Two. Variables that only affected non-profit staff were isolated and tested through comparison with stated theories in human resources to be able to determine their suitability to be presented as unique factors.

The contextual background in Zimbabwe has been presented together with human resources performance and motivation theories. The review of the literature has allowed the researcher to be able to compare and contrast data and make evidence-based conclusions to the research questions and hypothesis. The hypothesis was further proved through the data results presented in Chapters Four and Five.

In **Chapter Two**, the researcher conducted a review of literature on employee behaviour. Theories proposed by motivation theorists such as Bennis, Deming, Mayo, Maslow, McLelland and McGregor were evaluated. Human resources performance management theories, including internal and external contributing factors to employee performance, were also analysed. An additional survey on implementing an employee performance management system in the Australian context was also highlighted as a comparative best practice.

Additional data were collected through the use of a pre-tested structured questionnaire using a defined Likert scale. Additionally, a focus group session was held as well as face-to-face interviews. Results gathered through this qualitative and quantitative research process showed three unique factors affecting the performance of employees working in non-profit organisations in Harare, Zimbabwe. These are: the absence of job promotions based on merit for high performing employees; the opportunity for qualified staff to apply and be recruited for vacant posts due to a policy of competitive recruitment; and a greater opportunity for any employee to apply for international job assignments within the same organisation, without reducing their core benefit status such as the pension.

In **Chapter Three**, the research methodology and the context of the study were presented. This included aspects such as: the research design; reliability; error variance; reactivity; validity; quality of data; bi-variate relationships; statistical inference and significance; sample size; data collection methods and methods of data presentation.

The results of the research were presented and analysed in **Chapter Four**, resulting in the presentation of three unique factors. These factors support the hypothesis proposed in Chapter One, section 1.6 which states that: “The workplace performance of employees employed in the non-profit sector is affected by and dependent on unique factors that apply more frequently in the non-profit sectors than other sectors”.

This **final chapter** presented a summary of the findings; the meaning and implication of the research results; acceptance of the hypothesis, recommendations based on the research results; a presentation of the research findings as an extension of knowledge and suggestions for future research.

The researcher concludes that a holistic and multi-faceted approach is essential in addressing, mitigating and where it is beneficial, accentuating the unique factors that affect employee performance in non-profit organisations.

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17 June 2009

**Att: The Department Committee**

Department of Public Administration  
University of South Africa (UNISA)  
Muckleneuk Campus  
Pretoria  
South Africa

Dear Faculty Research Review Committee Members

As a Public Administration masters student, I would like to seek approval from the department to undertake research on the factors that affect employee performance in non-profit organisations, with a strong emphasis on my current employer as a context.

The study will explore the contributing factors that may affect staff workplace performance, with a particular focus on non-profit organisations such as the one I work for.

I have looked at the ethical considerations to the stakeholders in this research proposal and these will not be infringed upon. This includes confidentiality, anonymity, informed consent and voluntary participation. These are attached as a separate document.

I trust that this request and the attached Research Proposal will meet with the department's approval.

Yours sincerely

Charity Tinofirei

The Ethics Committee  
Department of Public Administration  
University of South Africa (UNISA)

Att: The Ethics Committee

**Ethical considerations for research proposal**

This research will evaluate co-workers both at entry level and senior management in the programming and operations sectors, and a sampling of other colleagues from sister UN agencies.

This will be done through interviews, questionnaires, discussion sessions, and the review of literature on the subject.

I have looked at the ethical considerations of the study and of the protection of sensitive information in relation to my employer in this research proposal and all attempts will be made not to infringe on these. This will be done through the maintenance of:

Confidentiality – Some key individuals are by virtue of their work, custodians of information that may be deemed confidential to non-staff members. A general overview of respondents' answers will be published, that cannot be traced back to individual respondents.

Anonymity – All data collected will maintain the anonymity of all participants.

Informed consent – All participants will be made aware that the information sought is to be used in a research project.

Voluntary participation – All participants to this proposal do so voluntarily, after being fully informed. A paragraph documenting consent is also included in the questionnaire.

Thank you

Charity Tinofirei



Dear prospective respondent

**Re: Masters Research Questionnaire**

I am a student of the University of South Africa (UNISA), studying for a Masters in Public Management. The responses to the following questionnaire are to be used in a research paper on Employee Performance.

No names or distinguishing personal, social, behavioural, geographical or individual identifying characteristics will be evident to the reader of the final research paper. The information will be used purely as a tool to gather insights on trends and behaviour patterns in a general cross section of job sectors, not individuals. The results of this study may be eventually published in a journal and by taking part in this survey; you provide informed consent for this.

Be as honest as possible in giving your responses Do not leave any questions blank. Tick one response that is closest to what you feel. The whole form takes 15-20 minutes to complete.

Many thanks for taking part in this survey

Charity Tinofirei

## **Employee Performance Questionnaire**

Basic instructions: Select ONE option that best or closest describes what you feel. Please answer all the questions. Do not leave any questions blank.

### **Part A: Social and demographic data**

Please tick or select ONE applicable option

**1. Gender**

FEMALE

MALE

**2. Age**

BELOW 25

26-30

31-39

40-49

50-59

OVER 60

**3. Marital status**

SINGLE

MARRIED

DIVORCED

SEPARATED

**4. Which sector do you work in?**

LOCAL/  
INTERNATIONAL  
NGO

GOVERNMENT  
/ MUNICIPAL  
SECTOR

TRADE /  
PROFESSIONAL  
ORGANISATION

PRIVATE /  
PROFIT  
SECTOR

SELF-  
EMPLOYED

UN-  
EMPLOYED

**5. How many years have you worked for your current employer?**

0-2

3-4

5-6

7-9

10-15

OVER 16

**6. How many employers have you worked for in the last 5 years ie since 2005?**

CURRENT ONE

TWO

THREE

FOUR

FIVE OR MORE

**7. My contract type is:**

FIXED TERM  
CONTRACT

TEMPORARY  
CONTRACT

SHORT TERM  
CONTRACT

PERMANENT  
/OPEN-ENDED  
CONTRACT

**8. My employment grade or level in my current position is:**

GENERAL  
SERVICES  
(GS1-4)  
OR  
CLERICAL

GENERAL  
SERVICES (GS5-7)  
OR JUNIOR TO  
SENIOR  
ADMINISTRATOR

PROFESSIONAL  
OFFICER  
(NOA/NOB) OR  
JUNIOR  
MANAGER

PROFESSIONAL  
OFFICER  
(NOC/NOD) OR  
MIDDLE  
MANAGER

PROFESSIONAL  
OFFICER (NOE) &  
ABOVE OR SENIOR  
MANAGER &  
ABOVE

**9. The highest qualification that I hold is:**

ATTENDED  
PRIMARY OR  
HIGH  
SCHOOL, "O"  
or "A" LEVELS

SHORT POST-  
SCHOOL  
CERTIFICATE OR  
DIPLOMA (UP TO  
2 YEARS  
DURATION)

LONG POST-  
SCHOOL  
DIPLOMA (AT  
LEAST 2 YEARS  
DURATION)

BACHELOR'S  
OR HONOURS  
DEGREE

MASTER'S  
DEGREE OR  
HIGHER

Pick one response that immediately comes to mind.

<b>PART B: JOB SELECTION</b>		STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
1.	I selected this job based of the accompanying non-cash benefits	1	2	3	4	5
2.	I selected this job because my principles are similar to those of the employer	1	2	3	4	5
3.	I am content to work in my current work sector	1	2	3	4	5
4.	I see myself in this same job in the next 5 years	1	2	3	4	5
5.	I have stayed in my current job because I choose to	1	2	3	4	5
<b>PART C: REMUNERATION &amp; BENEFITS</b>		STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
6.	I am motivated by the provision of non-cash based incentives	1	2	3	4	5
7.	I do not mind what kind of work I am doing as long as I am paid for it	1	2	3	4	5
8.	My contract type affects my level of motivation	1	2	3	4	5
9.	The economy affects my satisfaction with my current salary level	1	2	3	4	5
10.	In my organisation, there is flexibility in the application of job grades and salary scales	1	2	3	4	5
<b>PART D: PERSONNEL EVALUATION</b>		STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
11.	Our organisation's Personnel Evaluation Report is a good indicator of my performance	1	2	3	4	5
12.	Constructive feedback makes me work harder	1	2	3	4	5
13.	I find it easy to talk to my supervisor about my performance	1	2	3	4	5
14.	In my organisation, superior work performance is rewarded	1	2	3	4	5
15.	In my organisation poor employee performance is not tolerated	1	2	3	4	5

<b>PART E: EMPLOYEE DEVELOPMENT</b>		STRONGLY AGREE	SOMEWHAT AGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT DISAGREE	STRONGLY DISAGREE
16.	I feel that workplace training opportunities encourage me to work better	1	2	3	4	5
17.	I have benefited from work-based training and development in the last twelve months	1	2	3	4	5
18.	I am valued as a hardworking individual within my organisation	1	2	3	4	5
19.	I am motivated by the prospect of promotion in the near future within my organisation	1	2	3	4	5
20.	The country's economic and social challenges affect my personal development	1	2	3	4	5

**Which sector do you work in?**

LOCAL/ INTERNATIONAL NGO	GOVERNMENT / MUNICIPAL SECTOR	TRADE / PROFESSIONAL ORGANISATION	PRIVATE / PROFIT SECTOR	SELF- EMPLOYED	UN- EMPLOYED
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**What are the benefits, rewards and characteristics that are evident in your job sector? Tick as many options in each column that apply.**

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INCREASING RESPONSIBILITY / PROMOTION	COMMISSION PAY	BASIC SALARY	CHOICE IN OFFICE LOCATION	PRAISE FOR WORK WELL DONE
PERSONAL GROWTH OPPORTUNITIES	PERFORMANCE BONUSES	RETIREMENT BENEFITS	CHOICE IN OFFICE FURNISHINGS	COMPLIMENTS FOR ACHIEVEMENT
MORE INTERESTING WORK	MERIT PAY	CAR ALLOWANCE	PERSONAL ASSIGNED PARKING	FRIENDLY GREETINGS
AUTONOMY	INCENTIVE SCHEMES	MEDICAL AID	OWN SECRETARY	NON-OFFICIAL DINNER INVITATIONS
	ACHIEVEMENT AWARDS	THIRTEENTH CHEQUE	PUBLIC RECOGNITION	WORK SOCIAL GATHERINGS
	STOCK OWNERSHIP	SUBSIDISED CANTEEN	CONVENIENCE SERVICES ie GYM, DAY CARE ROOM, CANTEEN	
	SHARE OPTIONS	SPONSORED VACATIONS		
		PROFIT SHARING		

Thank you very much for your contribution to this research!

Please submit questionnaire in a sealed envelope by 28 February 2010 clearly addressed as "Private and Confidential", to:  
Charity Tinofirei, Fairbridge Avenue, Harare. You may contact the researcher on [email address](#) for any further details that may be required.