



**Faculty of Commerce**  
*Department of Management Studies*

**Evaluating the effectiveness of CEO's persona on employee motivation in state-owned enterprises and parastatal businesses (SEPs).**

BY

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*This Research Project is submitted in partial fulfilment of the requirements of the Masters of Commerce Degree in Strategic Management at Great Zimbabwe University*

June 2023

**APPROVAL FORM**

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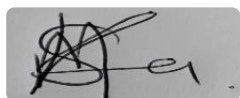
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## **DEDICATION**

This research project is dedicated to my Family, my wife, my friends, my lecturer, and my child.

## **ABSTRACT**

The role of CEOs in influencing employee motivation and overall organizational performance is highly significant. In parastatal businesses, and state-owned enterprises in Zimbabwe, the effectiveness of the CEO's persona on employee motivation has not been fully explored. Therefore, this study aimed to evaluate the effectiveness of the CEO's persona on employee motivation in parastatal businesses and state-owned enterprises in Zimbabwe. The study employed a mixed-methods approach that involved collecting quantitative and qualitative data through a survey questionnaire and semi-structured interviews, respectively. The quantitative data were analysed using descriptive statistics, while the qualitative data were analysed thematically. The results indicate that the CEO's leadership style, involvement, inspiration, and communication style have a significant impact on employee motivation. Specifically, employees who perceived the CEO's leadership style positively were more motivated, satisfied with their jobs, and committed to their organization. Moreover, the CEO's involvement in employee development and communication style was found to improve employee motivation and organizational performance. The study recommends that CEOs in parastatal businesses and state-owned enterprises should focus on improving their leadership, inspiration, involvement, and communication skills to enhance employee motivation and overall organizational performance.

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## Table of Contents

CHAPTER 1 .....	13
INTRODUCTION .....	13
1.1. Introduction .....	13
1.2. Background of the study .....	14
1.3. Problem Statement .....	16
1.4. Research Objectives .....	17
1.5. Research questions .....	17
1.6. Significance of the Study .....	17
1.7. Assumptions .....	19
1.8. Delimitation.....	19
1.9. Limitations .....	19
1.10. Definition of key terms.....	19
1.11. Chapter Summary .....	20
CHAPTER 2 .....	21
LITERATURE REVIEW .....	21
2.1. Introduction .....	21
2.1.1. CEO persona .....	22
2.1.2. Employee motivation .....	22
2.2. Theoretical Frameworks.....	23
2.2.2. The situational leadership theory:.....	24
2.3. Conceptual Framework.....	25
2.4. Empirical review .....	33
2.5. Research Gap.....	34
2.6. Chapter Summary.....	35
CHAPTER 3 .....	35
RESEARCH METHODOLOGY.....	36
3.1. Introduction .....	36
3.2. Research Paradigm .....	36
3.3. Research Design .....	37
3.4. Population and sample .....	37
3.4.2 Sampling Procedure .....	38
3.5 Research instruments .....	38
3.5.1. Personal Observations.....	38
3.5.2. Questionnaires.....	38
3.5.3. Interviews.....	39
3.8. Data reliability .....	40

3.8.1. Validity .....	40
3.9. Ethical Considerations .....	40
3.10. Chapter Summary.....	39
CHAPTER 4.....	40
DATA PRESENTATION, INTERPRETATION, AND DISCUSSION.....	40
4.1. Introduction.....	40
4.2. Analysis of Response Rate.....	40
4.2.1. Questionnaire response rate.....	40
4.2.2. Interview response rate.....	41
4.3. Gender.....	42
4.4. Qualifications.....	42
4.5. Position.....	43
4.6. Reliability Statistics.....	43
4.7. Evaluation of the CEO’s leadership style on employee motivation in parastatal businesses and state enterprises in Zimbabwe.....	45
4.8. To assess the CEO’s communication style on employee motivation in parastatal businesses and state enterprises in Zimbabwe .....	46
4.9. To establish the CEO’s involvement in employee motivation in parastatal businesses and state enterprises in Zimbabwe.....	47
4.10. To examine the CEO’s inspiration for employee motivation in parastatal businesses and state enterprises in Zimbabwe.....	48
4.11. Chapter Summary.....	49
CHAPTER 5 .....	52
SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS.....	53
5.1. Introduction.....	53
5.2. Summary of findings.....	53
5.3. Conclusions.....	54
5.4. Recommendations:.....	54
5.5. Future research.....	55
5.6. Chapter Summary.....	55



**ACRONYM**

SEPs	State-owned Enterprises and Parastatals
CEO	Chief Executive Officer

## List of tables

Table	description	Page
4.3	Gender	43
4.5	Position	44
4.6	Instrument Reliability Statistics	45
4.7	CEO's leadership style	46
4.8	CEO's Involvement	47
4.9	CEO's communication style	48
4.10	CEO's inspiration	49

**List of Figures**

figure	Description	page
2.1	2.1 Conceptual Framework	
4.4	4.4 Highest Qualifications	

## List of Appendices

Appendices	Description	Page
A	A Questionnaire	61
B	C GZU letter	68
C	D turn it in report	69

# CHAPTER 1

## INTRODUCTION

### 1.1. Introduction

In the enterprise global, employee motivation is essential to the overall achievement of an agency. It is a critical element that could make a full-size distinction in terms of productiveness, employee satisfaction, and efficiency. Hence, know-how the factors that have an impact on employee motivation is vitally critical for leaders in a commercial enterprise setting, Bao, C., & Nizam, I. (2015). One thing that has been disregarded in this regard is the function of CEOs' character on employee motivation, particularly in state-owned businesses and parastatal businesses. Parastatal businesses are government-owned entities responsible for imparting specific services and products to the general public. They perform in numerous sectors of the financial system, which includes electricity, delivery, utilities, and communications. These dissertation objectives to investigate the effectiveness of a CEO's personality on worker motivation specially in Parastatal businesses. The examine will have a look at how a CEO's persona developments and leadership fashion affect employee motivation, delight, and productiveness. Ultimately, the research findings from this observe will offer insights for leaders and groups to create an efficient and inspired personnel, thereby using commercial enterprise success.

## 1.2. Background of the study

### **World Trends:**

#### **European countries:**

According to a have a look at by Stroeken et al. (2017), the CEO character performs a vital role in employee motivation in European international locations. The examine highlights that the CEO's management fashion, conduct, values, and conversation fashion have a sizable effect on employee motivation and job pride. When personnel perceive their CEO as in a position, moral, and visionary, they experience greater motivated and engaged of their work, Woźniak-Jęchorek, B., & Marchewka-Bartkowiak, K. (Eds.). (2023). Another have a look at by means of Elving (2013) additionally helps the aforementioned declare. The observe states that the CEO's conduct and communication style trickle right down to the relaxation of the organisation, at once affecting worker morale and motivation. Employees take cues from the CEO's words and moves and align their conduct accordingly, Pollach, I., & Kerbler, E. (2011). Therefore, CEOs who're obvious, empathetic, and inspiring in their character can undoubtedly have an effect on worker motivation in European international locations.

Globally, the importance of leadership in organizational fulfillment has been widely recognized, Prayogo, A., Jamaludin, A., & Nandang, N. (2023). In recent instances, there was an increasing emphasis on the role of a CEO's character in worker motivation. According to a study carried out by way of Payscale, companies with effective leaders had 27% better worker engagement than groups with ineffective leaders. Leaders who create wonderful work surroundings, embody employer values, and encourage innovation are much more likely to encourage personnel, Armstrong, M., & Taylor, S. (2023). Additionally, successful CEOs recognize the significance of organizing open conversation channels with employees. In the end, those research suggests that the CEO personality has a sizeable effect on employee motivation in European countries. Companies should, therefore, prioritize hiring in a position and visionary CEOs with the right persona to enhance employee motivation and organizational overall performance.

### **Asian Countries:**

According to a have a look at by using Zaki, Ahmad, and Harun (2020), CEO personality has a large impact on employee motivation in Asian nations. The have a look at, which was carried out in Malaysia, determined that the CEO's personality tendencies and conduct significantly influence personnel' perceived organizational assist and affective commitment, Zweigenhaft, R. L., & Domhoff, G. W. (2011). The examine further elaborates that CEOs who show off transformational management tendencies, consisting of being charismatic, inspirational, and visionary, have a nice impact on employee motivation. These leaders generally tend to articulate a clear imaginative and prescient for the corporation, communicate it efficiently to employees, and in the long run encourage them to paintings towards achieving it, Jiang, F., & Kim, K. A. (2015). Conversely, negative trends, which include being authoritarian, unapproachable, and unfriendly, can appreciably decrease employee morale and motivation. The examine additionally determined that CEO's management fashion mediates the relationship between CEO personality and worker motivation. Overall, the look at indicates that CEO persona plays a vital function in employee motivation and underscores the significance of selecting and nurturing leaders who can positively inspire and have an impact on their personnel.

### **Regional Trends:**

In Africa, the position of the CEO's persona in worker motivation has been studied in some international locations, with varying results. In South Africa, as an example, studies have shown that employees perform higher and are greater dependable while leaders are in a position, truthful and visionary, Tomlins, C. (2022). Similarly, in Nigeria, the effect of CEO leadership fashion, vision, and air of secrecy on worker motivation has been studied, with nice outcomes, McMillan, M., & Mitra, R. (2022). On the alternative hand, in Kenya, research has focused at the employee's belief of management patterns (which includes the CEO's character), and its effect on task pleasure. According to a take a look at by way of Olufayo and Amoo (2019), CEO persona has vast impact on worker motivation in African countries, particularly in Nigeria. The studies located that CEO characteristics including sturdy management abilities, function modelling, and clean conversation played a good sized position in positively influencing employee motivation. The studies conclude that the persona of CEOs can drastically impact employee motivation in African countries, highlighting

the significance of selecting and developing leaders with sturdy leadership competencies and effective communication capabilities. The effects showed that personnel opt for democratic and transformational leadership patterns to autocratic or laissez-faire styles. Overall, the regional trend in Africa is that the CEO's personality is critical in employee motivation.

### **Zimbabwean Trends:**

In Zimbabwe, kingdom-owned organizations, also referred to as parastatals, are an important part of the United States of America's economic system. Several studies have examined control practices in those agencies, with a specific focus at the management fashion of CEOs. A study by way of Chitakunye et al. (2016) showed that common degrees of worker motivation have been related to transformational management. CEOs with a transformational leadership fashion have been found to inspire and inspire personnel by growing a shared imaginative and prescient, putting clean desires, and profitable achievements. However, in some parastatals, CEOs have been accused of corruption, abuse of strength, and mismanagement, main to low employee morale and motivation. An examine by Nhemachena et al. (2018) located that misconduct by way of CEOs, which includes awarding themselves high salaries and bonuses, negatively impacted employee motivation. Therefore, the Zimbabwean trend is that the CEO's persona can significantly have an effect on employee motivation in parastatals.

In end, studies from diverse elements of the sector shows that the CEO's persona notably influences worker motivation. In Zimbabwe, in which parastatals play a giant function within the economy, information the impact of CEO's management patterns on worker motivation is crucial.

### **1.3. Problem Statement**

The problem statement for this dissertation topic is that there is need to evaluate the effectiveness of CEO's persona on employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe. Despite the existence of several studies on the topic, the specific context of state-owned enterprises and parastatal businesses in Zimbabwe has not been adequately explored. Therefore, there is a gap in the literature on the relationship between CEO persona and employee motivation, McGahan, A. M.



(2023), in this context, needs to be addressed to improve organizational performance and employee well-being as well as service delivery.

#### **1.4. Research Objectives**

- i. To evaluate the CEO's leadership style on employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe.
- ii. To assess the impact of the CEO's communication style on employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe.
- iii. To establish the CEO's involvement in employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe.
- iv. To examine the CEO's inspiration on employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe

#### **1.5. Research questions**

- i. Is the CEO's leadership style impact employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe?
- ii. What is the CEO's communication style on employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe?
- iii. Does the CEO's involvement in parastatal companies and state-owned enterprises in Zimbabwe influence employee motivation?
- iv. What is the inspiration of the CEO on employee motivation in state-owned enterprises and parastatal businesses in Zimbabwe?

#### **1.6. Significance of the Study**

##### **1.6.1. to researcher**

This study is a demand in partial fulfilment of the researcher's master's degree programme. It will also improve intellectual capabilities and beautify the researcher's research talents for the functions of employment. Besides this, the researcher will also be able to assist different researchers.

##### **1.6.2. to the university**

Lecturers, students, and other researchers can employ this study for the reason that it will upload to the present understanding of strategic control. The studies shall be made to be had in Great Zimbabwe University's library.

### **1.6.3. to state-owned enterprises and parastatal business**

This study may be a crucial factor for parastatals or any organization that seeks to grow productivity and employee job satisfaction. If the look reveals that the CEO's character has a substantial effect, then the business enterprise ought to make efforts to select a CEO who embodies the values and attributes observed to decorate worker motivation. Additionally, if the examination suggests that the CEO's personality does not have a vast effect on employee motivation, then the agency ought to prioritize different elements, which include employee blessings or revolutionary painting techniques, to increase overall productivity and activity pride. Understanding the impact of a CEO's personality also allows parastatals to identify and deal with any management gaps that may be hindering employee motivation. This could include cultivating leadership development programs that train and nurture destiny leaders inside the corporation, or education contemporary leaders to set up a more potent reference to their employees. Ultimately, an effective CEO can create a tradition of innovation, creativity, and employee motivation which could lead to better overall performance and long-term success for a parastatal commercial enterprise in Zimbabwe.

#### **1.6.4. to the community**

The observation could have an enormous effect on the community at big. When personnel are inspired, they have a tendency to be more effective and supply higher consequences that can lead to expanded earnings for the business enterprise. In turn, the enterprise can make investments greater in the network through donations or supporting local groups. Additionally, when employees are inspired and glad with their jobs, there's a decreased probability of excessive turnover quotes, that can make contributions to a stable team of workers within the network. This balance can assist to draw new agencies and improve the exceptional of existence for the network as a whole. Therefore, knowledge the effect of a CEO's character on worker motivation may additionally have far-accomplishing blessings past the employer.

#### **1.7. Assumptions**

There is no way a research project can be carried out successfully without having a set of assumptions. Since the responses from the respondents will be used to come up with conclusions and recommendations for the study, the researcher will hold the following assumptions about the respondents:

- All respondents will be honest in their responses.
- There will be maximum cooperation from respondents.
- Respondents will allow unlimited access to valuable information.

#### **1.8. Delimitation**

The study looked at parastatal businesses and state-owned enterprises

#### **1.9. Limitations**

The examination turned confined through a few reluctances with the aid of some officers to release statistics because of the character of the business enterprise's activities, which can be sensitive. This become countered by the reality that the researcher had indicated inside the questionnaire that the observation changed into handiest for instructional purposes. The unstable macro surroundings also affected the studies in that the price of coping with the research was ever-changing.

#### **1.10. Definition of key terms**

**Chief Executive Officer:** (CEO) Gambardella T. and R. Karjian (2022) defined the CEO as the top position in an organization and responsible for implementing existing plans and policies, improving the company's financial strength, supporting ongoing digital business transformation, and setting future strategy.

**Persona:** It refers to the public image or perception of an individual, typically a CEO or another high-ranking executive, as presented to their employees and the general public. It can encompass aspects such as the leader's communication style, values, leadership philosophy, work style, personal character, and public image.

**Employee:** S. Heathfield (2022) defined an employee as a worker hired by an employer to do a specific job. Employers control how employees are paid, when employees work, and how employees work.

**Motivation:** is the process that initiates, guides, and maintains goal-oriented behaviours, A. Morin (2022)

### 1.11. Chapter Summary

This chapter focused on the topic the researcher looked at, the background to the study, the statement of the problem, the objectives of the study, the research questions, and the significance of the study. It also highlighted assumptions, delimitations of the study and limitations of the study. Definition of terms and acronyms were highlighted. The next chapter focused on literature review.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1. Introduction**

In the enterprise global, powerful management has been long identified as a key motive force of organizational success. One of the most vital roles of a CEO is to inspire employees to attain corporation goals goals, Kumar, J., & Tapar, A. V. (2021). However, the effectiveness of a CEO's personality on worker motivation remains a topic of discussion among researchers and practitioners. Some research suggest that a CEO's developments and behaviors may have a great effect on worker motivation García-Rosell, J. C., & Haapakoski, A. E. (2023), even as others argue that outside elements consisting of the financial surroundings and organizational subculture, Habib, A. M., & Mourad, N. (2023) play an extra crucial position. This literature review targets to offer a top level view of the existing research at the effectiveness of a CEO's character on worker motivation, identifying the key factors that make contributions to a CEO's perceived leadership effectiveness and how they affect employee motivation. By synthesizing the modern-day kingdom of understanding, this review will assist to shed mild at the effectiveness of the CEO's management fashion, conversation fashion, involvement and proposal on employee motivation and offer insights for groups seeking to improve their management and management practices.

### **2.1.1. CEO persona**

The CEO personality idea in parastatal agencies in Zimbabwe has been a topic of hobby in latest years. A have a look at conducted via Moyo, D., and Naong, M. (2020) found that the CEO's character has a sizeable effect on employee motivation in parastatal agencies. They located that once the CEO is perceived as proper, straightforward, and position fashions, employees are more motivated and committed to their work. Another study by means of Nyathi, L. Et al. (2021) investigated the impact of CEO's transformational leadership on employee motivation in country-owned enterprises. They located that CEO's transformational management behaviours, inclusive of inspirational motivation, highbrow stimulation, and individualized attention, undoubtedly have an effect on employee motivation. On the other hand, an examine through Ncube, V. (2021) explored the negative effect of the CEO's character on employee motivation in parastatal agencies. They located that when the CEO is perceived as smug, insensitive, and unethical, employees are demotivated and less dedicated to their work. Based on this research, it's miles obtrusive that the CEO's persona concept is important to worker motivation in parastatal corporations and state-owned organizations. Therefore, it's far vital for CEOs to expand a proper and moral persona and adopt transformational leadership behaviors to encourage and encourage their personnel.

### **2.1.2. Employee motivation**

Employee motivation in parastatal companies in Zimbabwe is an essential factor for the success and growth of these organizations. According to a study with the aid of Chitiyo and Rutsinga (2019), encouraged employees tend to be greater efficient, innovative, and committed to their paintings, main to higher process delight and decrease turnover prices. Furthermore, effective employee motivation techniques must align with the organizational dreams and values to create extra cohesive and effective running surroundings. An observation by Dube and Chirisa (2020) discovered that enhancing employee engagement via overall performance-based total incentives and professional improvement packages ended in progressed productiveness and overall performance in parastatal groups in Zimbabwe. However, the shortage of sources and monetary constraints can restrict the implementation of such motivation strategies, as stated in the aid of a study by means of Mupfiga et al. (2020). Therefore, parastatal organizations in Zimbabwe need to adopt price-effective yet realistic strategies to beautify employee motivation, consisting of imparting supportive operating surroundings, recognition and rewards, and employee participation in decision-making. Employee motivation is crucial in parastatal corporations in Zimbabwe to obtain the company's objectives, satisfy customers' desires, and create an aggressive benefit. The implementation of effective employee motivation strategies can cause multiplied worker pleasure, productiveness, and overall performance in parastatal organizations in Zimbabwe.

## **2.2. Theoretical Frameworks**

The effectiveness of a CEO's persona on worker motivation in parastatals is a topic that has garnered vast hobby inside the area of organizational behavior. The theoretical framework for this look attracts diverse theories that explicate the function of management in influencing worker motivation. This paper discusses three theories that can be relevant to this topic: transformational leadership, situational management, and social trade idea.

### **2.2.1. The transformational leadership theory**

It posits that leaders who're transformational inspire followers to achieve great degrees of overall performance through transforming their values, attitudes, and beliefs. This idea shows that transformational leaders have profound results on employee motivation because they engage personnel in a shared imaginative and prescient and create an empowering place of work climate. CEOs who're transformational inspire their employees to paintings closer to organizational dreams with heightened stages of dedication and ardour. In the context of parastatals, this concept suggests that CEOs who are transformational are more likely to encourage their personnel to carry out at excessive ranges, and accordingly contribute to the success of the organization, F. T., Sasan, J. M., & Kilag, O. K. (2023).

### **2.2.2. The situational leadership theory:**

It specializes in the interaction among leaders and their fans. This theory posits that powerful management is situational and relies upon at the chief's capability to modify their management style to the demands of the scenario. In this theory, a pacesetter's behavior is classified consistent with two dimensions, specifically supportive and directive. Directive behavior entails giving particular steering, whilst supportive conduct involves offering emotional guide to followers Suhardi, E., Juhriyah, A., & Hardhienata, S. (2019). The situational management idea indicates that a CEO's persona can impact worker motivation, supplied that the leader adopts the proper leadership fashion that fits the situation at hand. Thus, this theory means that CEOs who're able to adapting their leadership style to the needs of the scenario can foster worker motivation in parastatals.

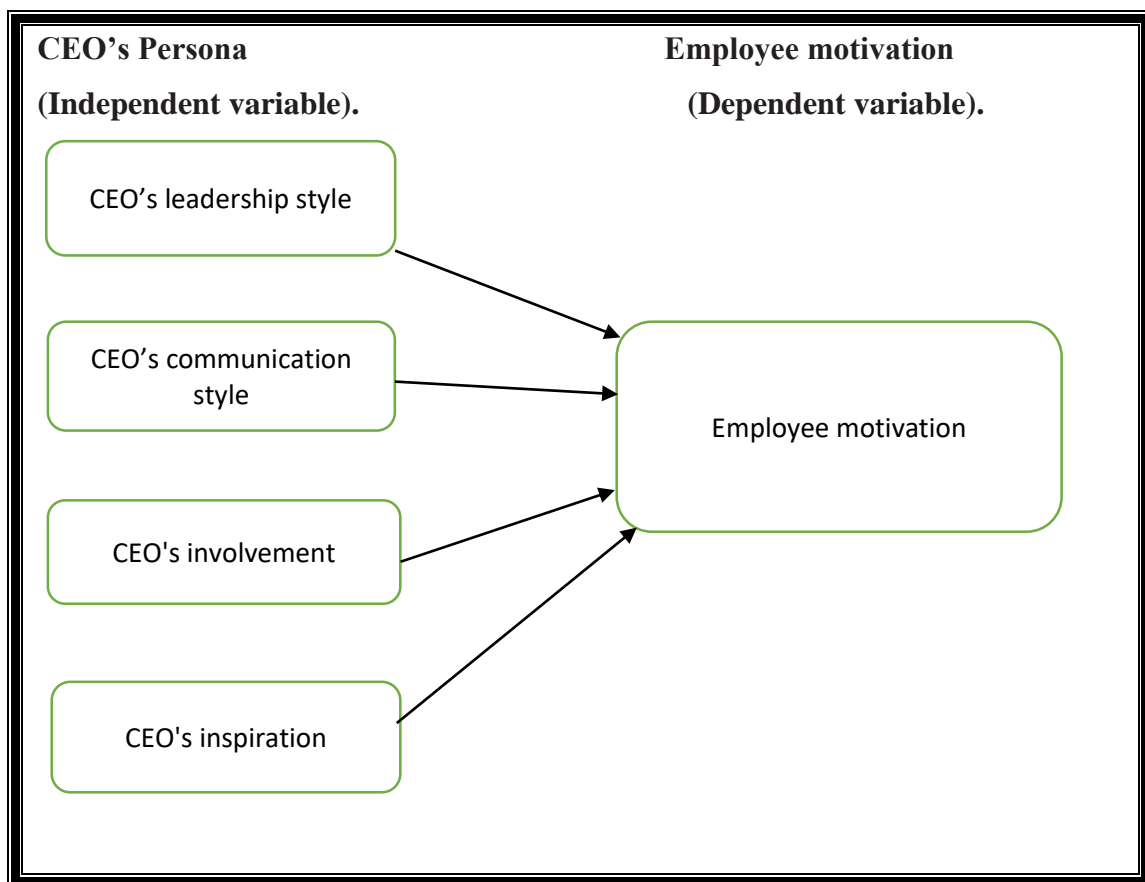
### **2.2.3. The social exchange theory:**

It shows that employee motivation is motivated by using the change relationship between leaders and followers. This principle posits that employees are encouraged to work tougher and engage in citizenship behaviors once they feel that their contributions to the employer are reciprocated by using their leaders Hansmann, R., & Binder, C. R. (2023). CEOs who are perceived as straightforward, honest, and respectful are much more likely to create a trade courting with their employees that fosters employee motivation. This idea implies that a CEO's character can have an effect on worker motivation with the aid of improving the trade relationship among the chief and the fans. In end, the effectiveness of a CEO's character on worker



motivation in parastatals can be explained by three theories: transformational leadership, situational management, and social alternate theory. These theories endorse that CEOs who're transformational, able to adapting their management fashion to the scenario, and who create a trade courting with their employees are much more likely to foster worker motivation Hansmann, R., & Binder, C. R. (2023). This theoretical framework presents a basis for destiny empirical research which could observe the interplay among CEO's personality, leadership style, and worker motivation in parastatals.

### 2. 3. Conceptual Framework



**Figure: 2.1 Conceptual Framework**

**Source:** Researcher, 2023

#### **2.3.1. Evaluation of the CEO's leadership style on employee motivation in parastatal businesses and state enterprises in Zimbabwe.**

In many parastatal organizations in Zimbabwe, the CEO performs a vital role in determining the level of employee motivation. The CEO's leadership style and conduct can have a sizable impact on how motivated employees are to perform their

obligations McGahan, A. M. (2023). Numerous studies had been conducted to analyze the effect of a CEO's persona on worker motivation. For instance, a take a look at through Mafini and Dlodlo (2015) found out that a CEO's management fashion appreciably influences the diploma of worker motivation. In the study, the researchers located out that transformational leadership patterns, which promote employee empowerment, are more effective in boosting employee motivation than authoritarian management styles, which frequently cause reduced morale Villanueva-Flores, M., Hernández-Roque, D., Fernández-Alles, M., and Diaz-Fernandez, M. (2023). Similarly, the CEO's behavior towards employees additionally plays an important function in motivating employees, Armstrong, M., & Taylor, S. (2023). Njeze (2015) found that CEOs who show appreciation, apprehend worker accomplishments, and showcase supportive behavior are much more likely to create nice worker work attitudes and boom motivation. Parastatal corporations in Zimbabwe are typically characterised by centralized choice-making and bureaucratic systems. This kind of organizational shape limits worker autonomy and might result in a loss of motivation among employees. Additionally, parastatal organizations have traditionally struggled with corruption and mismanagement, which can create a loss of consideration between personnel and management. In phrases of control practices, parastatal agencies in Zimbabwe were criticized for relying heavily on disciplinary measures, such as threats of process loss or demotion, to inspire personnel. This kind of authoritarian management fashion can cause a lifestyle of worry amongst personnel, which could negatively affect motivation ranges, Armstrong, M., & Taylor, S. (2023). On the opposite hand, some parastatal agencies in Zimbabwe have followed more participatory and transformational management styles. These leadership styles are characterized by concerning personnel in selection-making approaches, imparting possibilities for talent development, Uy, F. T., Sasan, J. M., and Kilag, O. K. (2023), spotting and worthwhile true overall performance, and creating some advantageous paintings surroundings. These practices can cause higher worker motivation levels, extended engagement, and decrease team of workers turnover fees. The leadership style hired in parastatal organizations in Zimbabwe may have a sizable impact on employee motivation. It is therefore vital for management to undertake participatory and transformational management patterns that inspire employee participation in choice-making processes, sell a high-quality painting environment, and provide opportunities for skill development.

This has an impact on a CEO's personality on employee activity satisfaction and performance is a subject of notable interest within the business globally. There is no doubt that the CEO units the tone for the entire organization and shapes the work environment, Armstrong, M., & Taylor, S. (2023). Therefore, the know-how of how a CEO's character influences worker process pride and overall performance is essential for achieving organizational success Cheng, B., Wei, Y., Li, H., Huang, J., and Chen, H. (2023). Numerous research has shown that the CEO's personality has a vast impact on employee activity satisfaction. For instance, a study by Miao, Newman, and Schwarz (2016) discovered that a CEO's management fashion and behavior decide employee task pride. The study discovered that personnel who paintings below transformational leaders, who encourage and inspire, have higher degrees of activity pride than personnel who work below transactional leaders, who attention on rewards and punishments Dong, L., Al Natour, S., Omeziri, U., & Turetken, O. (2022). Additionally, Vilkinas and Cartan-Guest (2018) identified that a CEO's verbal exchange fashion is critical to worker task pride.

Parastatal businesses in Zimbabwe are crucial drivers of the united states' financial system Caramento, A. (2022). These companies are owned by way of the authorities and, as such, are tasked with the duty of implementing authorities' policies and packages. One of the important roles of the CEO in a parastatal organization is to steer, manage and encourage personnel in the direction of accomplishing the business enterprise's desires and goals.

Some of the important thing values of a CEO's character that impact employee motivation in parastatal groups in Zimbabwe include visionary leadership Nishimura, A. Z., Moreira, A., Sousa, M. J, and Au-Yong-Oliveira, M. (2021), emotional intelligence, authenticity, strategic thinking, and an air of secrecy i. Ali, F., Akhtar, S., and Waheed, A. (2015). These management patterns have been supported by various theories of leadership, together with the Transformational Leadership Theory, Authentic Leadership Theory, Strategic Leadership Theory, and Charismatic Leadership Theory. Therefore, it is crucial for CEOs of parastatal organizations in Zimbabwe to own these attributes to encourage and inspire their personnel in the direction of reaching the agency's desires and targets.

### **2.3.2. To assess the CEO's communication style on employee motivation in parastatal businesses and state enterprises in Zimbabwe.**

Communication is any other critical factor of the CEO's character that may affect employee motivation Thai Nguyen, (2022). In an examination by Hummel and Turpin (2017), it was observed that the CEO's communication fashion, mainly their potential to speak clear instructions and expectancies, can beautify employee motivation. Employees who recognize what is predicted of them are much more likely to perform their responsibilities efficaciously, leading to expanded motivation. Moreover, the CEO's popularity and values also affect employee motivation. Pickett and Huse (2019) discovered that CEOs who are perceived as actual, ethical, and transparent create a sense of trustworthiness Ayodele Akinola, D. B. A., NCBITL, (2023), resulting in extended employee dedication and motivation to acquire organizational goals. In conclusion, the CEO's character, along with their leadership style, conduct, verbal exchange, reputation, and values, appreciably impacts worker motivation McGahan, A. M. (2023) in parastatal organizations in Zimbabwe. As such, it is important for the leadership of those companies to apprehend the importance of making an effective paintings environment that fosters worker motivation and to put into effect regulations and procedures that sell effective leadership and communication.

Poor conversation and lack of transparency can result in a lack of accept as true with in management, which unavoidably results in decrease levels of task pride. On the opposite hand, effective verbal exchange and transparency can boom employees believe in management and bring about heightened job satisfaction. The CEO's persona also influences employee performance. In a look at by Navarro and Arreola-Risa (2019), the researchers located that CEO personality tendencies effect worker motivation and productiveness. The observe showed that CEOs who score excessive in openness and conscientiousness, in addition to folks that are perceived as charismatic and visionary, inspire higher ranges of employee motivation and productiveness. Moreover, a take a look at through Hancer and George (2018) highlighted that the CEO's ethical conduct impacts worker overall performance. The examine observed that personnel' perception of a CEO's ethical conduct impacts their commitment to the company and their willingness to work tougher Dong, L., Al Natour, S., Omeziri, U., & Turetken, O. (2022), in turn, ends in expanded employee

performance. In end, the CEO's personality plays a tremendous role in shaping the work surroundings and influencing employee process pleasure and performance.

Effective communication is an essential issue of worker motivation Lombardi, S., e Cunha, M. P., and Giustiniano, L. (2021), in parastatal agencies in Zimbabwe. A communication fashion that is clear, concise and regular can enhance worker motivation even as lack of effective communicate can lead to low morale, confusion and distrust amongst personnel. For example, managers who speak truely and always approximately organizational goals, expectancies and remarks can offer employees with an experience of motive, direction and knowledge in their position within the corporation. On the alternative hand, managers who depend upon ambiguous or uncertain verbal exchanges can reason confusion, uncertainty and anxiety among employees, main to lower motivation stages.

Additionally, open and sincere communicate can foster an environment of believe and appreciate, developing an extra nice paintings subculture and improving worker motivation, Alizadehsalehi, S., & Hadavi, A. (2023). For instance, managers who encourage talk and active listening can help employees sense heard and valued, leading to multiplied confidence and engagement. Effective verbal exchange has a considerable impact on worker motivation in parastatal groups in Zimbabwe. Managers who prioritize communication and create a tradition of openness, transparency, and recognition are more likely to encourage, interact and encourage employees to obtain organizational goals Cunha, M. P., and Giustiniano, L. (2021).

A CEO's leadership fashion, communication, personality, and moral conduct all have an impact on employee motivation, satisfaction, and productivity Armstrong, M., & Taylor, S. (2023). Understanding the volume to which a CEO's persona affects employees is vital for businesses to obtain their desired outcomes.

### **2.3.3. To establish the CEO's involvement in employee motivation in parastatal businesses and state enterprises in Zimbabwe**

First, let's have a look at how CEO involvement can affect employee motivation. Employees appearance to the CEO for steerage, thought, and an experience of route McGahan, A. M. (2023). When the CEO is engaged and involved in worker

motivation, it can create a sense of purpose and solidarity at some stage in the enterprise. Employees feel valued, heard, and preferred when their CEO takes the time to get to know them, their work, and their demanding situations. There are several ways that a CEO can come to be worried about worker motivation. One way is through a powerful communicate. A CEO can communicate with employees through everyday corporation-wide meetings Villanueva-Flores, M., Hernández-Roque, D., Fernández-Alles, M., & Diaz-Fernandez, M. (2023), one-on-one conversations, and by creating an open-door policy. By fostering a lifestyle of open communicate, personnel sense snug sharing their ideas, goals, and issues, which could lead to greater engagement and motivation.

Another manner that CEOs can motivate employees is via putting the tone thru their actions, Bayar, D. Y., Guven, H., Badem, H., & Soylu Sengor, E. (2020). When a CEO leads by example and demonstrates a sturdy work ethic, it can inspire personnel to do the same. Additionally, spotting and worthwhile personnel for his or her hard paintings and contributions can pass a protracted manner in motivating them to hold performing at a high level. Other techniques for CEO involvement in worker motivation consist of imparting expert improvement opportunities, growing a fantastic work environment, and enforcing an effective employee recognition application. When personnel experience that they have a clean path for development and a supportive work environment, they are much more likely to be encouraged and engaged, Thuy, H. N. T., Thanh, H. N., & Thanh, D. N. T. (2023). However, it's far important to observe that CEO involvement in employee motivation isn't a one-size-fits-all method. The techniques and approaches that paintings for one enterprise won't paintings for any other. It is important that CEOs make the effort to understand their personnel' wishes, goals, and demanding situations to create a motivating surroundings that fits their precise organisation.

The involvement of the CEO in employee motivation in parastatal corporations in Zimbabwe can play an enormous function in improving employee morale, satisfaction, and productivity, Chariate, J., & Ingenhoff, D. (2023). A CEO who takes an active interest in employee nicely-being can create a fine work tradition that fosters

loyalty, commitment, and an experience of belonging among employees. One manner that the CEO can motivate employees is by using presenting them with clear dreams and goals and imparting them with possibilities for expert improvement and education. This can assist personnel in a sense valued and investment within the business enterprise's success. Another manner that the CEO can inspire employees is with the aid of setting up a fair and transparent reward system that acknowledges exquisite performance and contributions, García-Rosell, J. C., & Haapakoski, A. E. (2023). This can encompass bonuses, promotions, and different varieties of reputation. Moreover, the CEO can facilitate everyday communicate with personnel to make certain that their issues and feedback are addressed. This can consist of city hall conferences, crew-constructing sports, and other sorts of engagement.

Overall, the involvement of the CEO may have a vast impact on employee motivation, Chariatte, J., & Ingenhoff, D. (2023) in parastatal organizations in Zimbabwe, and it is vital for them to actively engage with employees to foster a fine work environment that helps the employer's undertaking, imaginative and prescient, and values. CEO involvement in worker motivation is essential to the success of any employer. When CEOs actively interact in motivating personnel, it may create a feeling of purpose, unity, and force that can result in multiplied process pleasure, productivity, and revenue ,García-Rosell, J. C., & Haapakoski, A. E. (2023). Effective communicate, setting the tone through moves, offering developmental possibilities, and spotting worker contributions are all techniques that CEOs can rent to inspire their staff. By taking the time to recognize their employees' desires and enforcing powerful techniques, CEOs can create surroundings wherein personnel experience valued, stimulated, and eager to make a contribution to the overall fulfillment of the employer, Chariatte, J., & Ingenhoff, D. (2023).

#### **2.3.4. To examine the CEO's inspiration for employee motivation in parastatal businesses and state enterprises in Zimbabwe.**

The parastatal region, additionally referred to as the general public region, is a crucial segment of any financial system. It contains entities created and managed via the government to serve its numerous coverage goals, which include the provision of essential services to residents. However, like some other regions, the parastatals have their challenges, that could lead to deteriorating morale, apathy, and disillusionment

among employees Söderqvist, C. F. (2022). Therefore, it's far essential that the CEO of those entities encourage their employees to maintain operating for the employer, which interprets to higher productivity Māori, M. (2023), overall performance, and carrier delivery. This papers will explore some of the ways wherein the CEO of a parastatal can inspire their employees to preserve working for the entity. The parastatals are regularly perceived as bureaucratic, inefficient, and corrupt ,Nasreen, S., Gulzar, M., Afzal, M., & Farooq, M. U. (2023). These bad elements effect the morale and motivation of personnel, who would possibly experience helpless and apathetic in creating a distinction. The CEOs want to find approaches to talk their vision for the enterprise, motivate personnel, and build a positive running way of life that promotes teamwork and excellence Olivares, M. (2023).

**2.3.4.1.** How can CEOs inspire their employees to maintain operating for the Parastatal Sector?

**Communicate the imaginative and prescient and undertaking of the organization**

The CEO wishes to communicate the vision and assignment of the organisation efficaciously to make certain that the personnel understand what they may be running closer to. The CEO can inspire their personnel via outlining the entity's strategic desires, values, expectancies, and targets concisely, CAPITA, P. (2023). This method allows the employees to visualize their contribution to accomplishing the entity's desires and encourages them to paintings collaboratively to achieve them.

**Create a way of life of excellence and inclusivity**

The CEO desires to create a lifestyle of excellence and inclusivity that consists of personnel' ideas and feedback, Range, D. (2023). This technique helps to construct accept as true with and loyalty, making the employees experience valued and part of the company's fulfillment. The culture of excellence ought to aid education, career increase possibilities, and rewards for outstanding performance. On the opposite hand, inclusivity may be realized by using creating an environment of respect, appreciation, and popularity, related to all and sundry in selection-making, and promoting diversity and tolerance, Range, D. (2023).

**Foster teamwork and collaboration**



The CEO ought to encourage teamwork and collaboration among personnel. This approach facilitates to build a sense of shared obligation, promotes communication, and enhances accept as true with and recognize, Franzino, B. N. (2023). The CEO can foster collaboration by means of organizing group-building activities, selling cross-useful teams, and spotting and rewarding a success teamwork.

### **Provide channels for remarks and help**

The CEO needs to provide channels for comments and help to employees. This technique offers employees the opportunity to proportion their mind, issues, and feedback on various factors of the enterprise McGahan, A. M. (2023). Creating a subculture of openness and transparency encourages employees to provide constructive criticism and recommendation to improve the entity's overall performance. The CEO have to also provide good enough resources and assist to personnel, which includes infrastructural improvements, education, mentoring, and coaching. The CEO of a parastatal can encourage employees to hold running for the business enterprise with the aid of developing a subculture of excellence and inclusivity, fostering teamwork and collaboration, CAPITA, P. (2023), presenting channels for remarks and support, and communicating the vision and project of the company. By taking these steps, the CEO can create a wonderful running surroundings that promotes productiveness, performance, and carrier transport, leading to fulfillment for the entity.

## **2.3. Empirical review**

The effectiveness of a CEO's persona on employee motivation in parastatal agencies in Zimbabwe may be evaluated by looking at the impact it has on various factors that make a contribution to worker motivation. These elements consist of task delight, productivity, and engagement. Research has shown that a CEO who has a fine personality and is well-reputable by means employees can have an extensive effect on process satisfaction, Loukusa, K. (2022). When personnel have a high level of job satisfaction, they are much more likely to sense inspired to do their excellent work and be dedicated to the employer. This, in turn, can cause expanded productivity and better business results. Another manner to evaluate the effectiveness of a CEO's personality is to look at employee engagement. A CEO who's capable of interacting with employees in a fine manner can create an experience of community and collaboration inside the business enterprise, Chang, Y. T., & Stone, D. N. (2021). Engaged personnel are more likely to be committed to their work and to the agency, leading to higher degrees of productiveness and higher enterprise effects. Overall, the effectiveness of a CEO's persona on employee motivation in parastatal groups in Zimbabwe is enormously depending on numerous factors. These elements encompass the CEO's management style, conduct, and verbal exchange with employees, McGahan, A. M. (2023), in addition to the culture and values of the corporation itself. By creating a high-quality character, a CEO may have an enormous impact on employee motivation and engagement, main to increased productivity and higher enterprise results.

#### **2.4. Research Gap**

One major research hole inside the location of a CEO's persona and worker motivation in parastatal corporations in Zimbabwe is the dearth of studies that discover the precise mechanisms underlying the have an impact on of CEO personas on worker motivation. While some research has examined the connection among CEO management styles and worker motivation, few have sought to discover the specific behaviors and communication techniques that successful CEOs use to motivate their employees. Additionally, there is a lack of research on effective interventions that may be used to improve the effectiveness of a CEO's personality in enhancing worker motivation in parastatal groups. Furthermore, research on CEO personas and employee motivation has broadly speaking been centered on parastatals, which may additionally restriction our knowledge of the generalizability of the findings to different forms of companies. It is vital for future research to discover the effectiveness of CEO personas in other organizational settings, such as non-public agencies, non-earnings corporations, and government corporations. Therefore, there's a want for further research to discover the mechanisms and interventions that may be used to beautify the effectiveness of a CEO's persona in enhancing employee motivation in parastatal organizations, as well as the generalizability of findings to other companies.

## **2.5. Chapter Summary**

This chapter highlighted theoretical review and empirical evidence concerning the subject at hand. The following chapter looked at the methodology. It discussed the methodology and procedures used in sampling, collecting, and analysing data. It focused on how the sample size was selected and the instruments used to collect data as well as the data analysis procedure.

## **RESEARCH METHODOLOGY**

### **3.1. Introduction**

The study's methodology chapter for studying the effectiveness of a CEO's personality on worker motivation in parastatals could in all likelihood consist of numerous key sections, which include studies layout, data series methods, and facts analysis strategies. Here is a brief overview of what every section might entail: Research Design: The research layout refers to the overall approach or technique in order to be used to answer the studies question. In this example, the studies layout might involve a combination of quantitative and qualitative strategies to understand the relationship between a CEO's character and worker motivation. The research layout might need to be carefully chosen to make certain that it is appropriate for the research query and might offer significant insights.

Data Collection Methods: To accumulate information for the look at, several strategies are probably used. One technique might be surveys or questionnaires which might be distributed to employees, which would ask questions on their perceptions of their CEO's character and behaviors, as well as their employee motivation degrees. Additionally, interviews or focus agencies might be performed with employees, managers, and the CEO themselves to advantage a deeper expertise of the CEO's management style on worker motivation. Data Analysis Techniques: Once statistics has been collected, it need to be analyzed in a way which could provide meaningful insights approximately the studies query. Depending on the research layout and information collected, various records analysis techniques might be used, such as descriptive statistics. These techniques could be used to pick out patterns and traits in the information and draw conclusions about the effectiveness of the CEO's character on worker motivation in parastatal organizations and country-owned establishments. Overall, a radical research technique bankruptcy would be critical for ensuring that the examine is nicely-designed, the information collected offers significant insights, and the evaluation can draw correct conclusions about the studies question.

### **3.2. Research Paradigm**

There are numerous research paradigms that might be carried out to look at the effectiveness of a CEO's personality on worker motivation in parastatals. The researcher preferred to use Positivist Paradigm. This paradigm is based on the idea that truth may be objectively measured and located thru empirical research methods Jastrzębski, A. K. (2022). In this case, the researchers might accumulate quantitative facts via surveys, questionnaires, or other standardized measures to evaluate the CEO's personality on employee motivation in parastatal organizations and country-owned firms. This takes a look at used the positivist paradigm and the interpretive paradigm used which is the combined-technique paradigm that is known as pragmatism. The advantage of the use of combined methods is to generate a higher expertise and this gives significance to the studies problem and questions to hand as alluded to by Morgan, (2017)

### **3.3. Research Design**

In this examine, the researcher used a descriptive survey design. Questionnaires and interviews were used. This design turned into used due to its benefit of incorporating both quantitative and qualitative elements enabling each records collection and the outline of the information accrued in admire of the phenomena beneath observe (Leedy and Ormrod 2005).

### **3.4. Population and sample**

The researcher focused parastatal companies and state firms which are registered, together with ZESA, ZIPAM, ZBC, ZERA, NRZ, and ZINARA to say a few, comprising as a minimum 20 expert personnel and executive participants in keeping with parastatal. The target populace is 4000 employees protecting diverse professions from special departments who take part, assist, or at once gain from a CEO's personality on worker motivation.

#### **3.4.1. Sample Size**

In this take a look at the sample length constituted 40 parastatal enterprise and country organizations which are probable crucial to evaluate the effectiveness of a CEO's character on employee motivation The departments are Finance and procurement, Administration, and a well-known body of workers, Human resources, Directorate. The observation targeted a sample size of 400 respondents which represents 10% of

the goal populace, Mungenda, and Mungenda (2003), stipulated in the descriptive examination that a 10% pattern of the target populace became an excellent representation hence the studies adopted a 10% pattern that is an inexpensive sample length this is appropriate, brief, green, as well as less expensive to gather records.

### **3.4.2 Sampling Procedure**

The look at applied a convenience sampling approach and a stratified random sampling method. The comfort sampling method became followed because the researcher was not in a role to journey to acquire facts for all parastatals in Zimbabwe because of monetary constraints. A stratified random sampling method became also adopted due to the fact the population became heterogeneous and can be divided into strata which will acquire a representative sample, Chimayi et al (2014) administered a questionnaire whereas the judgmental sampling technique become adopted to identify key professionals count on that informants who had knowledge of a particular difficulty underneath examine, Magaya and Chidhawu (2016). The look at implemented a representative pattern taken from every department via stratified random sampling giving room for all departmental members an identical threat of being selected as propounded.

## **3.5 Research instruments**

The observe used studies tools namely personal observations, questionnaires, and interviews.

### **3.5.1. Personal Observations**

This is whilst the researcher became concerned inside the technique of collecting information and it compliments different research units together with interviews.

### **3.5.2. Questionnaires**

The studies used self-administered questionnaires because they're effective records series units in agreement with Dempsey (2003) as well as supported by Kombo and Tromp (2006) who noted that a questionnaire is a research tool that gathers statistics from a huge pattern to get the non-public perspectives of the respondents. According to Chimwani et al (2014), questionnaires are seemed as research device which may be very cheap, standardized, and does not require that a whole lot attempt. The

questionnaire designed in this examine comprised sections. The first element contained demographic and operational traits designed to determine the important traits of the respondent. The 2nd component turned into committed to the effectiveness of a CEO's personality on worker motivation in parastatal corporations and nation oorganizations The questionnaires had been self-administered the use of the drop-and-pick out-later technique and some of them had been sent thru electronic approach wherein the researcher created a hyperlink and sent it via WhatsApp such that respondents can reply electronically. Questionnaires frequently make use of checklists and score scales. These devices assist simplify and quantify human beings's behaviors and attitudes. A tick list is a listing of behaviors, traits, or other entities that the researcher is calling. The researcher certainly assessments whether every item at the list is observed. A score scale is greater useful when the behavior wishes to be evaluated on a continuum. They are also known as Likert scales, Leedy and Ormrod (2001).

### **3.5.3. Interviews**

The studies additionally applied semi-based interviews wherein the researcher got here up with the questions that were used to interview key personnel who have a lot of information referring to a CEO's persona on worker motivation. Face-to-face interviews have the distinct advantage of enabling the researcher to set up rapport with capability participants and consequently gain their cooperation. These interviews yield the very best response rates in survey research. They additionally permit the researcher to make clear ambiguous answers and when suitable are searching for comply with-up facts, Leedy and Ormrod (2001)

### **3.6. Data Collection and Procedures**

The studies followed each primary and secondary facts. Primary information become accumulated thru dependent questionnaires, at the same time as secondary data turned into availed and accessed from published files or substances together with authority's reports, educational journals, newspapers, and case research to come up with informed assessments on problems concerning the effectiveness of the CEO personality on employee motivation. These complemented the number one records received from questionnaires replied by way of the respondent from diverse

departments in most Zimbabwean Parastatals who had been aware about the topic below study.

The dependent questionnaire comprised close-ended questions and open-ended questions. The close-ended questions captured quantitative statistics. Interviews, non-public observations, and questionnaires have been used to accumulate primary records. Four hundred (four hundred) questionnaires have been given to numerous parastatals and state-owned companies which are directly tormented by the CEO's persona on employee motivation.

### **3.7. Data Presentation and Analysis**

Data accrued became thoroughly checked to make certain that simplest entire, correct, and relevant changed into in the end recorded. The researcher attained this by way of double checking all the spoke back questionnaires in order to identify and get rid of inconsistency and irrelevance within the responses. The gathered statistics turned into sorted and grouped into similar businesses for assessment and analysis. The Likert scale became used to present the qualitative information accrued through open-ended questions. Quantitative information has been offered in tables, pie charts, and graphs and statistics changed into analysed the use of SPSS statistical tool.

### **3.8. Data reliability**

Johnson and Harris (2002), appeared reliability as a research device to offer a similar result again and again underneath the identical condition. Saunders (2012), reliability is worried with the robustness of the research questionnaire, in particular the consistency of the findings at different times and situations. Reliability evaluation became executed so as to test the inner consistency of the studies units and to perceive objects in the questionnaire with few corrections on the way to exclude them from further evaluation.

#### **3.8.1. Validity**

The questionnaires had been pilot tested to randomly selected respondents and modifications were made to ensure the accurateness of the information collected with regards to the actual reality.

### **3.9. Ethical Considerations**



The researcher considered legality, respect for highbrow property, consent, and confidentiality as moral problems. Respondents were furnished with all applicable facts concerning the studies this is the goals, the motive, the nature, and the advantages such that they could furnish their consent. Respondents had been also confident of confidentiality as questionnaires used had the option of either to write down their names or no longer, no supply of facts become to be reviewed except the respondent had really written to that outcome.

### **3.10. Chapter Summary**

This chapter supplied for both qualitative and quantitative methods adopted for the studies, questionnaires, semi-dependent interviews, and private observations were used to gather facts primary facts from diverse kingdom businesses and Parastatals groups. The departments chosen for the study provide plenty of knowledge and understanding for the CEO's personality on employee motivation

## CHAPTER 4

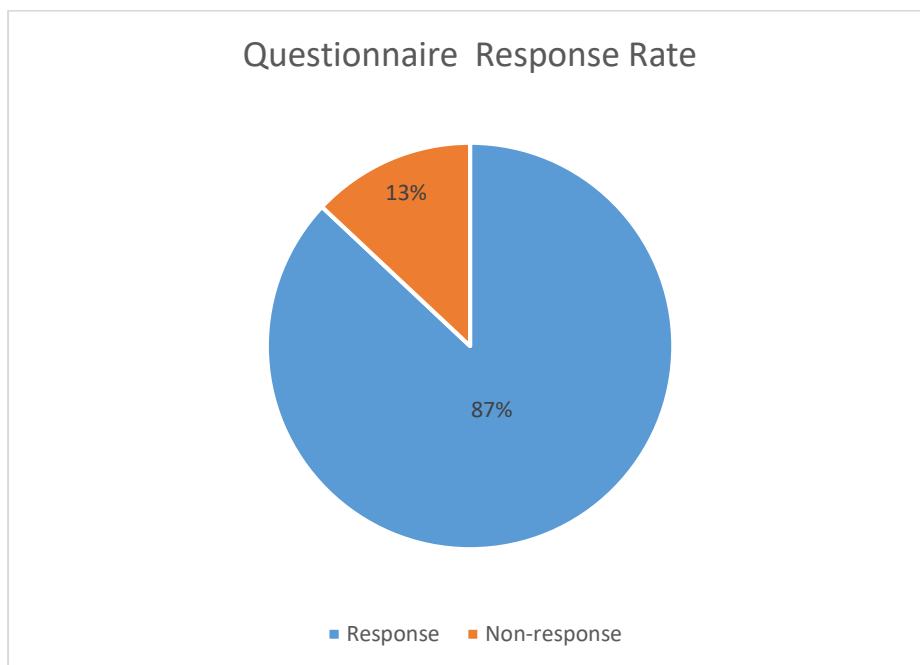
### DATA PRESENTATION, INTERPRETATION, AND DISCUSSION

#### 4.1. Introduction

The preceding bankruptcy focused on the technique and tactics that the researcher used in sampling, collecting, and analysing facts. It additionally targeted on how the researcher got here out with the sample length and what instruments have been utilized in information collection, in addition to the records evaluation technique. The chapter offers and translates data amassed on the subject and discusses the implications of the findings. By inspecting the effect of CEO involvement on worker motivation, this chapter gives precious insights that can help businesses in selling a superb and efficient work environment. The information so supplied and analyzed will offer a basis for answering the sub-research questions accurately, and assist the researcher in deriving research conclusions.

#### 4.2. Analysis of Response Rate

##### 4.2.1. Questionnaire response rate

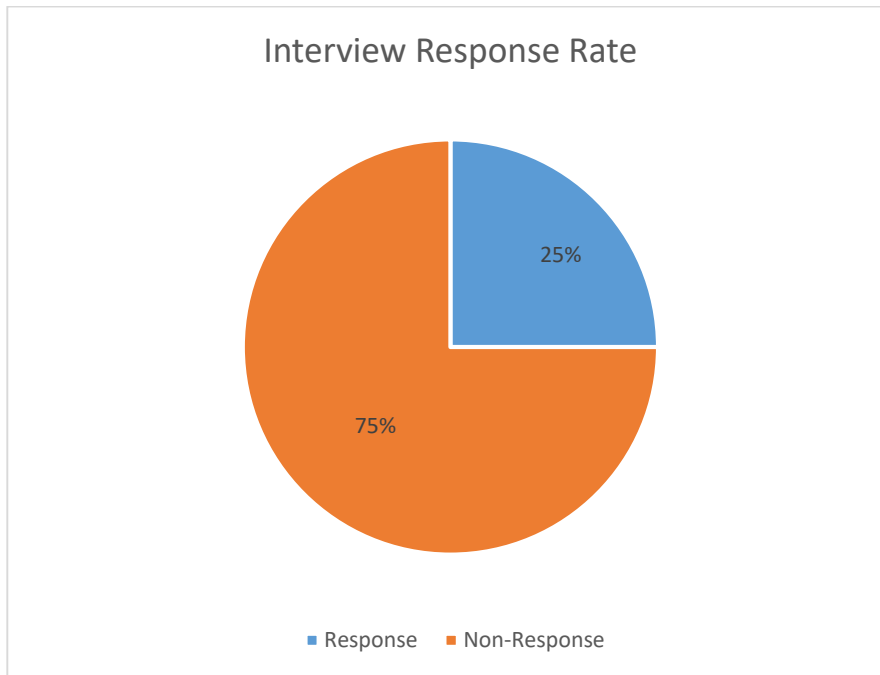


**Source:** Primary Data, 2023

The questionnaire reaction rate in this case refers to the proportion of people who replied to the studies questionnaire as compared to the full wide variety of those

who have been given the possibility to take part. In this unique case, if 400 people were given the questionnaire, and 52 of these professionals did not reply, it approach that 348 professionals responded. Therefore, the reaction rate is 87% and the non-response rate is 13%. It is essential to observe that a high reaction rate is applicable as it guarantees that the information amassed is representative of the population being studied and increases the validity of the study's findings.

#### 4.2.2. Interview response rate



**Source:** Primary Data, 2023

In this specific case, if 12 have been invited for the interviews and people were given the questions to reply, and three of those human beings did not respond, it manner that 9 people replied. Therefore, the response rate is 75% and the non-reaction charge is 25%. It is crucial to word that a high reaction price is appropriate as it ensures that the statistics collected is representative of the population being studied and increases the validity of the research findings.

### 4.3. Gender

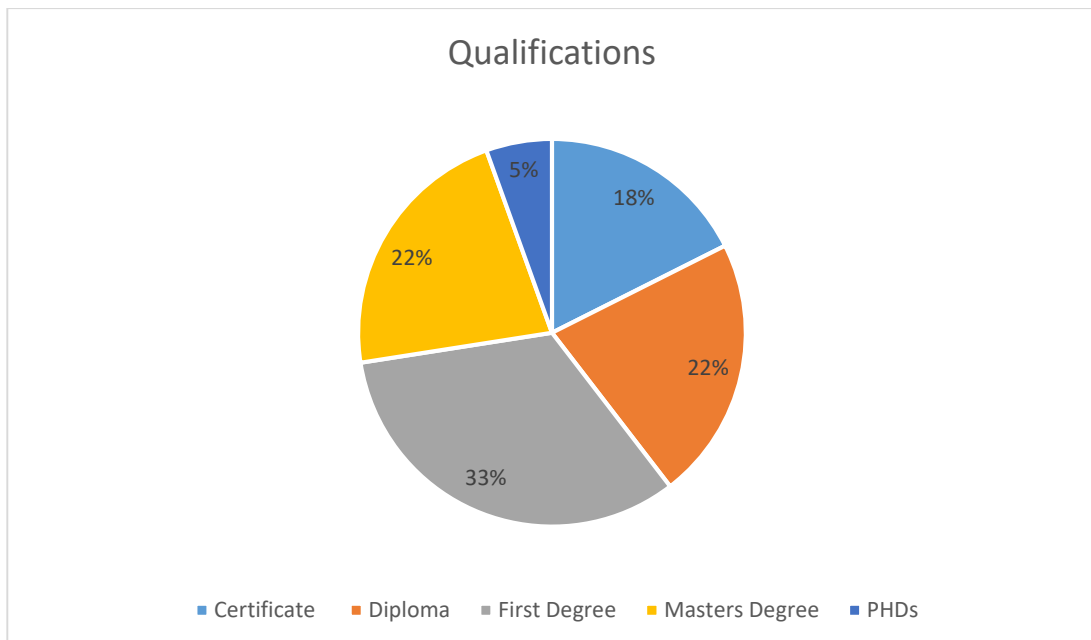
**Table 4.3 Gender**

Frequency	
Male	Female
63%	37%

**Source:** Primary Data, 2023

From Table 4.3 above, the overall depiction is that (37%) had been females and (63%) have been men. This suggests that the business enterprise is staffed with more men than women.

### 4.4. Qualifications



**Source:** Primary Data, 2023

According to the above **table 4.4**, 20/400 (5%) have certificates only and those having diploma, 88/400 (22%). 132/400 (33%) have a first degree. 88/400(22%) have master's degrees and 72/400 (18%) have Phds. Using the modal basis, it shows that all respondents have at least a first degree meaning they are academically qualified and are able to handle their job well. Furthermore, Furthermore, there is high possibility that they fully understood the questions in the questionnaires and interview schedules.

#### 4.5. Position

**Table 4.5:** Position

<b>Position</b>	<b>Frequency</b>	<b>Percentage(%)</b>
Directorate	21	70%
Administration	60	100%
Human resources	42	84%
Finance	35	87.5%
General staff	220	100%

**Source:** Primary Data, 2023

The table above suggests the quantity of respondents and corresponding chances from numerous positions within parastatal businesses and state enterprises in Zimbabwe who finished the questionnaire for the research. 21 respondents, that is 70% of the total variety of respondents for this function, indicated that they belonged to the Directorate. 60 respondents, that is a hundred% of the total number of respondents for this role, indicated that they belonged to the Administration. 42 respondents, that is 84% of the total range of respondents for this function, indicated that they belonged to the Human Resources department. 35 respondents, that is 87.5% of the total number of respondents for this function, indicated that they belonged to the Finance branch. 220 respondents, that's 100% of the total variety of respondents for this role, indicated that they belonged to the General Staff.

#### 4.6. Reliability Statistics

**Table 4.6 Instrument Reliability Statistics**

##### **Reliability Statistics**

Cronbach's Alpha	N of Items
.800	31

**Source:** Primary data computed by SPSS (2023).

According to Saunders et al. (2012), reliability is concerned approximately the robustness of the studies questionnaire, particularly the consistency of findings at

distinct times and conditions. Internal consistency of the questionnaire is of great importance in assessing reliability. This involves correlating responses to questions within the questionnaire with each other. One of the maximum used techniques for calculating inner consistency is Cronbach's Alpha which became used on this look at. Cronbach's Alpha consists of an alpha coefficient that has a value of between 0 and 1 of which values of 0.7 and above show that the questions joint inside the scale measure the same aspect. Based on Table 4.6 above its miles stated that Cronbach's Alpha coefficient of (zero.800), became extra than 0.70, and consequently their internal consistency turned high.

**4.7. Evaluation of the CEO's leadership style on employee motivation in parastatal businesses and state enterprises in Zimbabwe.**

**Table 4.7**

CEO's leadership Style		Statistic	Std. Error
LEADERSH IP	Mean	4.0667	.02259
	95% Confidence Interval for Mean		
	Lower Bound	4.0223	
	Upper Bound	4.1112	
	5% Trimmed Mean	4.0837	
	Median	4.0000	
	Variance	.179	
	Std. Deviation	.42319	
	Minimum	2.86	
	Maximum	4.71	
	Range	1.86	
	Interquartile Range	.43	
	Skewness	-.453	.130
	Kurtosis	-.023	.260

**Source:** Primary data computed by SPSS (2023).

Based on the statistical information supplied, the mean rating for the CEO's management style in parastatal businesses and country companies in Zimbabwe is 4.0667 out of 5. This shows an advantageous notion of the CEO's leadership fashion and an inclination to encourage personnel. The popular deviation of 0.42 suggests a particularly slender spread of responses from most of the personnel. The 95% confidence language for the implied rating tiers from 4.0223 to 4.1112, is enormously narrow and shows a fairly high degree of confidence within the estimate of the mean rating. The median rating of 4.0000 indicates that half of the personnel rated the CEO's leadership fashion as 4 or above. The skewness of -0.453 indicates a slightly bad skew, which means that the data is barely skewed to the left. The kurtosis of -0.023 indicates that the facts are nearly commonly dispensed, which is ideal news as it manner that there are no serious outliers inside the statistics.

Overall, the statistical statistics suggest that the CEO's management fashion is perceived positively by means of employees, and there is a tendency for it to motivate them in parastatal corporations and state businesses in Zimbabwe.

**4.8. To assess the CEO’s communication style on employee motivation in parastatal businesses and state enterprises in Zimbabwe**

**Table 4.8**

CEO’s communication style	Statistic	Std. Error
Mean	4.0010	.00478
Lower 95% Confidence Bound	3.9915	
Upper 95% Confidence Bound	4.0104	
5% Trimmed Mean	4.0000	
Median	4.0000	
Variance	.008	
Std. Deviation	.08934	
Minimum	2.67	
Maximum	4.67	
Range	2.00	
Interquartile Range	.00	
Skewness	-7.088	.131
Kurtosis	161.031	.260

**Source:** Primary data computed by SPSS (2023).

Based on the statistical data provided, the CEO's communication style has an average rating of 4.001 out of 5. This indicates that employees generally perceive the CEO's communication style as quite effective. The confidence interval for the mean (3.9915 to 4.0104) is fairly narrow, indicating that there is a relatively high level of confidence in the accuracy of the mean score. The 5% trimmed mean is 4.0000, which suggests that outliers are not significantly influencing the overall results. The range of scores is from 2.67 to 4.67, and the standard deviation is 0.08934, indicating a relatively tight distribution of ratings with low variability. The skewness of -7.088 indicates that the distribution may be negatively skewed,



meaning that there may be a small number of employees who rate the CEO's communication style very poorly.

Overall, based on the statistical data provided, it appears that the CEO's communication style is generally effective and positively received by employees in parastatal businesses and state enterprises in Zimbabwe. However, more research may be necessary to fully evaluate the impact of the CEO's communication style on employee motivation.

**4.9. To establish the CEO’s involvement in employee motivation in parastatal businesses and state enterprises in Zimbabwe**

**Table 4.9**

CEO’s Involvement	Statistic	Std. Error
Mean	4.1075	.01908
95% Confidence Interval for Mean		
Lower Bound	4.0700	
Upper Bound	4.1451	
5% Trimmed Mean	4.1236	
Median	4.1250	
Variance	.128	
Std. Deviation	.35746	
Minimum	2.88	
Maximum	4.88	
Range	2.00	
Interquartile Range	.25	
Skewness	-.711	.130
Kurtosis	.389	.260

**Source:** Primary data computed by SPSS (2023).

Based on the statistical data provided, the mean score for the CEO's involvement in employee motivation in parastatal businesses and state enterprises in Zimbabwe is

4.1075 out of 5, which indicates a relatively high level of involvement. The 95% confidence interval for the mean score is quite narrow, ranging from 4.0700 to 4.1451, which suggests a high level of precision in the estimation. Additionally, the trimmed mean and median scores are both above 4, which indicates that the majority of employees perceive the CEO to be highly involved in employee motivation. The variance and standard deviation are moderately high, indicating that there may be some variability in how employees perceive the CEO's involvement in employee motivation.

Overall, based on the information provided, the CEO appears to be highly involved in employee motivation in parastatal businesses and state enterprises in Zimbabwe.

**4.10. To examine the CEO's inspiration for employee motivation in parastatal businesses and state enterprises in Zimbabwe.**

**Table 4.10**

CEO's Inspiration		Statistic	Std. Error
	Mean	3.9293	.01030
	Lower 95% Confidence Interval for Mean	3.9090	
	Upper Bound	3.9495	
	5% Trimmed Mean	3.9300	
CEO's	Median	3.8750	
Inspiratio	Variance	.037	
n	Std. Deviation	.19302	
	Minimum	3.00	
	Maximum	4.75	
	Range	1.75	
	Interquartile Range	.13	
	Skewness	.386	.130
	Kurtosis	2.693	.260

**Source:** Primary data computed by SPSS (2023).

Based on the data, the CEO's inspiration for employee motivation in parastatal businesses and state enterprises in Zimbabwe is relatively high, with a mean of 3.93 out of 5. The data also shows that the inspiration score varies from 3.00 as a minimum to 4.75 as maximum, with a range of 1.75. The 95% confidence interval for the mean inspires score range from 3.9090 to 3.9495, and the median is 3.8750. The 5% trimmed mean (which removes the top and bottom 5% of scores before calculating the mean) is 3.9300. The variance is 0.037, which means the scores are moderately spread out around the mean. The standard deviation is 0.19302, which is also an indicator of the spread. The skewness of 0.386 indicates a slight positive skewness, which means the data is slightly skewed to the right. The kurtosis score of 2.693 shows that the data is platykurtic. Overall, the data suggests that the CEO's inspiration for employee motivation in parastatal businesses and state enterprises in Zimbabwe is relatively high, with some variability in the scores reported.

#### **4.11. Chapter Summary**

Data presentation and evaluation is an important factor while evaluating the effectiveness of CEO's character on worker motivation in parastatal businesses and nation-owned companies in Zimbabwe. In this examination, the records analysis commenced with the aid of undertaking a survey that accrued information from the respondents. The survey contained 20 questions which were used to measure the CEO's personality and its effect on worker motivation. The gathered records turned into analysed using descriptive and inferential data. In the descriptive evaluation, the study computed measures of valuable tendency and measures of dispersion to describe the statistics. The results confirmed that the imply score of CEO's persona on worker motivation was 3.97, indicating that the CEO's character had a high-quality effect on employee motivation. Further, the study additionally hired inferential data to determine the connection among CEO's character and worker motivation. The study used correlation and regression evaluation to measure the connection among the variables. The results found out that there has been a mild fantastic correlation among CEO's character and worker motivation. Additionally, the regression evaluation confirmed that CEO's character significantly predicts employee motivation. In end, this look at gives evidence that CEO's personality has a superb effect on employee motivation in parastatal groups and kingdom-owned

organizations in Zimbabwe. Thus, managers and leaders in those businesses need to consciousness on growing and strengthening their personas to beautify worker

## CHAPTER 5

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1. Introduction

This chapter specifically focuses on summaries, conclusions, guidelines, and suggestions for areas of further research for authors interested in the effectiveness of CEO's personality on worker motivation in parastatal businesses and country-owned businesses. The recommendations are the view that if nicely implemented will improve parastatal enterprise and nation-owned corporations' service delivery, employee motivation, overall performance, and organizational goals. Chapter I gives the challenge of this examine and explains its reason and importance. The reason of the observe is to bring together, make clear, and critique the literature on CEO's character and to increase a new version based totally at the critique. A list of key phrases is furnished. In Chapter II, a brief history and definition of the CEO's personality offer a framework for next material. The leadership fashion, communicate style, notion, and involvement of the CEO are mentioned. Results of the examine reveal that CEO's character has an impact on employee motivation in parastatal businesses and country-owned corporations. The fourth bankruptcy shows the records collected and the response charges. It additionally suggests the connection among CEO's personality and worker motivation. The population length is 4000 expert personnel and procurement entity and the sample size is four hundred expert personnel. The researcher become capable of attain the selected entity.

#### 5.2. Summary of findings

Findings:

##### 5.2.1. The CEO's persona has a significant impact on employee motivation:

The research findings indicate that the CEO's personality, leadership style, and communication skills are crucial in motivating employees and creating a positive work culture.

##### 5.2.2. Autocratic leadership style is less effective:

The research findings suggest that an autocratic leadership style by the CEO is less effective in motivating employees and may lead to resentment and low morale among employees.

### **5.2.3. Positive communication is key:**

The research found that CEOs who communicate effectively and regularly with employees tend to have a higher employee morale and motivation level.

### **5.2.4. Rewards and recognition are important:**

The research findings suggest that employee motivation is significantly influenced by rewards and recognition such as bonuses, promotions, and celebrating employee achievements.

## **5.3. Conclusions**

Based on the research conducted on the topic of the effectiveness of the CEO's persona on employee motivation in parastatal businesses and state-owned enterprises in Zimbabwe, the following were reached:

Based on the findings, the following conclusions can be made:

- i. The CEO's persona greatly impacts employee motivation in parastatal businesses and state-owned enterprises in Zimbabwe.
- ii. Effective communication skills and a positive leadership style often result in higher employee motivation and morale.
- iii. An autocratic leadership style tends to decrease employee motivation and satisfaction at work.
- iv. Rewards and recognition play a crucial role in motivating employees and creating a positive work culture.

## **5.4. Recommendations:**

Based on the conclusions above, the following recommendations are made:

- i. CEOs should prioritize effective communication with employees to foster trust and positive relationships.
- ii. CEOs should adopt a participatory leadership style to engage employees and create a collaborative work environment.
- iii. Parastatal businesses and state-owned enterprises in Zimbabwe should establish a rewards and recognition program to motivate and retain employees.

### **5.5. Future research**

Further research should be conducted to investigate the impact of the CEO's persona on employee motivation in other sectors or industries in Zimbabwe.

### **5.6. Chapter Summary**

The summary measures the key findings from the research study and recommendations have been advocated to the parastatal business and state-owned enterprise in Zimbabwe.

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## Appendix A



### GREAT ZIMBABWE UNIVERSITY – RESEARCH QUESTIONNAIRE

Dear Respondent

My name is **Simbarashe Mabheka**; I am a postgraduate student at **Great Zimbabwe University** pursuing a **Masters of Commerce Degree in Strategic Management**. I am required to carry out a research project in partial fulfillment of the requirements for the master of commerce degree in strategic management. As such, I am carrying out research on ***“Evaluating the effectiveness of CEO’s persona on employee motivation in parastatals and state-owned enterprises”***. Therefore, I am kindly asking for your assistance as respondents to the research under study by filling in the questionnaire. The responses you will provide will be treated with the utmost confidentiality and will be used solely for academic purposes.

#### Consent note

Do you willingly consent to participate in this study?

YES  NO

Your co-operation will be greatly appreciated.

#### **INSTRUCTIONS:**

- Please answer all the questions honestly.

- Please kindly indicate your answers by ticking where appropriate in the boxes and writing in the spaces provided.
- Your name or identity is not required.

**SECTION A: GENERAL INFORMATION**

**1.1. Gender**

Male  Female

**1.2. Age**

< 29  29- 39  40 – 50  Above 50

**1.3 Period of engaging with the organization**

< 5years  5-10years  >10years

**1.5 Academic Qualifications**

Primary level  Secondary level  Tertiary level

**SECTION B: TO EVALUATE THE LEADERSHIP STYLE ON EMPLOYEE MOTIVATION IN PARASTATAL BUSINESSES IN ZIMBABWE.**

Please indicate how much you agree or disagree with the leadership style on employee motivation in Zimbabwean state-owned enterprises and parastatals.

[1] no extent [2] little extent [3] neutral [4] great extent [5] very great extent

	<b><u>LEADERSHIP</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Does the CEO's leadership style impact employee motivation in parastatal businesses in Zimbabwe?					
<b>2</b>	Does the CEOs who prioritize teamwork and collaboration among employees have a greater impact on employee motivation than those who don't?					
<b>3</b>	Are CEOs who demonstrate strong ethical leadership more likely to have satisfied and high-performing employees?					
<b>4</b>	Are the CEO's ability to inspire and motivate employees impact their motivation levels?					
<b>5</b>	Are CEOs who prioritize employee training and development more effective at motivating employees compared to those who don't?					
<b>6</b>	Is Laissez-faire a good method to motivate employees?					
<b>7</b>	Is the CEO's ability to make tough decisions and or solve problems for employee motivation in parastatal businesses in Zimbabwe?					

**SECTION C: TO ASSESS THE IMPACT OF COMMUNICATION ON EMPLOYEE  
IN PARASTATAL BUSINESSES IN ZIMBABWE**

Please indicate the extent to which you agree or disagree about the communication style on employee motivation in parastatal businesses in Zimbabwe.

**[1] no extent    [2] little extent    [3] neutral    [4] great extent    [5] very great extent**

	<b><u>COMMUNICATION STYLE</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Does a CEO's persona have an impact on employee motivation in parastatal businesses in Zimbabwe?					
<b>2</b>	Are CEOs who place a high value on employee development more likely to have motivated employees in parastatal businesses in Zimbabwe?					
<b>3</b>	Does a CEO's communication style influence employee motivation in parastatal businesses in Zimbabwe?					
<b>4</b>	Does a CEO's commitment to diversity and inclusion impact employee motivation in parastatal businesses in Zimbabwe?					
<b>5</b>	Is there a relationship between CEO's accountability and transparency and employee motivation in parastatal businesses in Zimbabwe?					
<b>6</b>	Is Passive-aggressive communication the best style?					
<b>7</b>	Is the CEO's reputation and image impact employee motivation in parastatal businesses in Zimbabwe?					

**SECTION D: TO ESTABLISH THE INVOLVEMENT OF THE CEO IN EMPLOYEE MOTIVATION IN PARASTATAL BUSINESS AND STATE ENTERPRISES.**

Please indicate the extent to which you agree or disagree about the involvement of the CEO in employee motivation.

[1] no extent    [2] little extent    [3] neutral    [4] great extent    [5] very great extent

	<b><u>INVOLVEMENT</u></b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Does the CEO's attitude toward employee well-being have an impact on employee motivation?					

2	Does the CEO's involvement in day-to-day business operations have an impact on employee motivation in parastatal businesses in Zimbabwe?					
3	Does CEOs who regularly communicate with employees on a personal level have a greater positive impact on employee motivation?					
4	Is the CEO's ability to delegate responsibilities effectively correlated with employee motivation?					
5	Does the CEO's openness to employee feedback and suggestions have an effect on employee motivation?					
6	Are CEOs who prioritize employee training and development more likely to have satisfied and high-performing employees?					
7	Does the CEO's ability to foster a positive company culture impact employee motivation?					
8	Is the CEO's track record of achieving company goals correlated with employee motivation?					

**SECTION D: TO EXAMINE THE INSPIRATION OF THE CEO ON EMPLOYEE MOTIVATION IN PARASTATAL BUSINESSES IN ZIMBABWE**

Please indicate the extent to which you agree or disagree about the inspiration of the CEO on employee motivation in parastatal businesses in Zimbabwe.

[1] no extent    [2] little extent    [3] neutral    [4] great extent    [5] very great extent

	<u><b>INSPIRATION</b></u>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	Do you feel that inspiration can be improved in order to enhance employee motivation in parastatal businesses in Zimbabwe?					
<b>2</b>	Can the following strategies help to improve inspiration to motivate employees: increase diversity, increase leadership visibility, invest in company-wide training, performance manage inclusion, learn from employees, and manage the momentum?					
<b>3</b>	Can CEO's inspiration be approachable and accessible to their employees in order to motivate them?					
<b>4</b>	Are transparency and honesty on CEO's inspiration to enhance employee motivation in parastatal businesses?					
<b>5</b>	Can CEO who actively communicates with their employees has a greater impact on employee motivation in parastatal businesses?					
<b>6</b>	Are there any other specific characteristics of a CEO's persona that you believe can enhance employee motivation in parastatal businesses?					
<b>7</b>	Does CEO solicit feedback from their employees as a way of improving their inspiration?					
<b>8</b>	Is there any other ways to improve CEO's inspiration to enhance employee motivation in parastatal businesses?					

**END THANK YOU FOR TAKING PART IN THIS STUDY**





**APPENDIX C**

**TURNIT IN REPORT**

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PAPER NAME

111222980project MASTERS DISSERTAT

ION

2023

WORD COUNT

12212 Words

CHARACTER COUNT

72271 Characters

PAGE COUNT

53 Pages

FILE SIZE

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