

**THE IMPACT OF MOTIVATION ON NATIONAL EMPLOYEES
PERFORMANCE IN THE UNITED NATIONS
ORGANIZATIONS: A CASE OF THE UNITED NATIONS
WORLD FOOD PROGRAMME IN TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Senate of the Open University of Tanzania a dissertation titled: “The impact of motivation on national employee performance in the United Nations Organizations: *A case of the United Nations World Food Programme in Tanzania.*” in partial fulfillment of the requirements for the degree of Masters of Business Administration (Human Resources Management) of The Open University of Tanzania.

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Date

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DECLARATION

I, **Rosemary Josephat Tirweshobwa**, hereby declare that this dissertation is my own original work, and that it has not been presented and will not be presented to any other University or institution for similar or any other degree award.

.....
Rosemary Josephat Tirweshobwa

.....
Date

DEDICATION

I dedicate my heartfelt thanks to the whole members of my family for their moral and material support that made this study possible.

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It is not possible to acknowledge by names all those who have contributed in one way or another to the completion of this dissertation. However, I would like to take this opportunity to express my special gratitude to all of them. The following people deserve a special note of appreciation. I am grateful first to my supervisor Dr. Godwin E. Kaganda for his endless efforts in guiding, advising and shaping my thinking on the study. His insistent questioning and insightful direction have left an indelible imprint on this dissertation that will undoubtedly continue to influence my work in the years to come.

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ABSTRACT

This study aimed at investigating the impact of motivation on the national employees' performance in WFP Tanzania. Specifically, the study sought to examine the extent to which financial oriented factors motivates employees performance, investigate the immediate non financial oriented factors that affect employees performance and evaluate WFP working environment and its impact on employee's performance in the Country Office. To achieve these objectives, case study was used involving WFP Tanzania. Data were collected through semi structured questionnaire, interview, observation, focus group discussion and documentary source. SPSS was used in data analysis in constructing simple frequencies tables and figures for comparison and provision of results in a descriptive and comparative manner. The findings of this study revealed that employees were generally satisfied with their jobs. Conducive working environment, adequate working tools/equipments, performance recognition/honor, challenging job and good working relationships are issues which contributed to that satisfaction. However, concerns were raised such as, limited career development opportunities, nonexistence of loan & promotion, insufficient health benefits coverage, limited trainings and minimal salary increase in base pay. This study recommends that WFP should improve staff skills by strengthening capacity building considering departmental requirements and organizational needs to increase employees' motivation, productivity and improve the chances of retaining the best talent. Moreover, team building should be a constant goal to cement working relationship, make employees motivated and improve productivity.

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ABBREVIATIONS

AAR	-	AAR Health Services (formerly African Air Rescue)
CDC	-	Centers for Disease Control and Prevention
ELRA	-	Employment Labour Relation Act
FGD	-	Focus Group Discussion
HR	-	Human Resources
ICT	-	Information and Communication Technology
ILO	-	International Labour Organization
MBA	-	Masters of Business Administration
PACE	-	Performance Assessment and Competency Enhancement
SC	-	Service Contract
SHRM	-	Society of Human Resource Management
SPSS	-	Statistical Package of Social Science
SSA	-	Special Service Agreement
TMJ	-	TMJ Hospital
UN	-	United Nations
UNDP	-	United Nations Development Fund
UNJSPF	-	United Nation Joint Staff Pension Fund
UNSACCOS	-	United Nations Savings and Credit Cooperative Society.

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter is an introduction and intended to provide background information on the nature of the study and its objectives and purpose. It is divided into six parts. The first part presents background of the study. The second part presents the problem statement. The third part provides the objective of the study. The fourth part provides research questions. The fifth part provides significance of the study and the final part gives summary of the chapter.

1.2 Background Information

In order for an organization to meet its obligations to shareholders, employees and society, its top management must develop a relationship between the organization and employees that will fulfill the continually changing needs of both parties (Ali and Ahmed, 2009). The organization expects employees to perform reliably the tasks assigned to them and at the standards set for them, and to follow the rules that have been established to govern the workplace. Employees expect their organization to provide fair pay, safe working conditions, and fair treatment (Mills and Walton, 1984 as quoted in Ali and Ahmed, 2009). Motivated employees are the cornerstones of all organizations, as work motivation is one crucial determinant of individual and organizational performance (Anderfuhren-Biget *et al.*, 2010). This holds true in the private, the public, and the non-profit sectors. Work motivation is thus a great concern for both scholars and managers.

Malik *et al.* (2011) pointed out issues which they considered to be motivating factors and which in turns improved employee morale and their performance. These include performance, motivation, organizational environment, managerial expertise, creative synergy, multi ethnic and racial background. Performance may also depend on some factors such as: pay rises, performance appraisal system, flexible time system, personal satisfaction, job security and so on. Similarly, it is argued that the root of motivation to achieve the desired goal can vary from individual to individual. For instance one employee may be motivated in his work to earn higher commission, where as another employee may be interested for satisfaction or the surrounding environment (Tietjen and Myers, 1998). The major factors of motivation are one's needs, rewards, wealth, determined goals, belief and dignity (Vroom, 1990). Moreover, failure, achievement or else liability may motivate employees to carry out forceful devotion to their work.

Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation is finding a need inside the employees and help to achieve it in a smooth process. Motivating the staff leads to broaden their skill to meet the organizational demands. Each manager should have the responsibility to work with the staff to find out their individual needs and put them side by side to the organization needs. Dissatisfaction also, might work as guidance for the manager to explore the need of the staff and start with it to motivate them and attract them to do better performance Motivation drives the human beings to reach their goals and organization goals through every challenge and constraint they face in their workplace; considering it as an advantage to go

ahead in the direction they have put for themselves. The need of achievement always results in a desire to do extra effort to have something done better and desire for success (McShane *et al.*, 2005). The manager should motivate the employees to get things done through them without asking them what to do. Motivation creates a productive employee who saves time and effort. The motivated employee volunteers to do more than what is expected and more successful achievement than others. Such employee could be a good recourse and a model to be followed by other staff and adds positive input to the work within the organization (ibid, 2005).

The motivation is important in any workplace and it is personal and different for each employee. Depends on different needs; different strategies will be created to satisfy these needs. Several need and motivation theories have been discussed in the study to clarify what might affect the motivation. So, without motivation nothing unique will ever happen that allows the organization to specialize with its production (ibid, 2005). Many organizations in the world and Tanzania in particular have failed to design the effective motivation strategies to improve the employees' performance. To achieve these, methodologies pointed in section three of this paper will be used.

1.3 Statement of the Problem

The most important dependent variable in industrial and organizational psychology is job performance and employee motivation (Oluseyi and Ayo, 2009). They asserted that employee motivation is one of the strategies of managers to enhance effective job performance among workers in organizations. Motivation is a basic psychological process. Motivating is the management process of influencing

behaviour based on the knowledge of what make people tick (Luthans, 1998). He asserts that motivation is the process that arouses, energizes, directs, and sustains behaviour and performance. That is, it is the process of stimulating people to action and to achieve a desired task. One way of stimulating people is to employ effective motivation, which makes workers more satisfied with and committed to their jobs.

Money is not the only motivator. There are other incentives which can also serve as motivators. However, in order to observe an effective work performance in an organization, work motivation may not be only key factor as put by Luthans (1998). Likewise, Maslow (1954) and Herzberg (1959) argued that motivation among the employees in many organizations has a great influence on performance. The lack of motivation among the organization has a negative impact to the organization performance where on other hand a motivated employee brings some positive impact on the organization performance.

Thwala and Monese (2008) showed motivation to be a tool in improving productivity on the construction site. Houran and Kefgen (2008) argued on the influence of money and motivation including financial incentives on job performance. They advised that, although companies needed to consider the issue of job quantity versus quality but also it should be aware of the limitations of financial incentives. However, little is known on the impact of employee motivation on their performance in many Tanzania work organizations (Leshabari *et al.*, 2008) including those related to international organizations like United Nations (Balassanian, 2006). Therefore, this study aims at investigating the impact of employee motivation on their performance using World Food Programme in Tanzania as a case study.

1.4 Objectives of the Study

The general objective of this research was to investigate the impact of motivation on the national employee performance in the WFP Tanzania.

1.4.1 Specific Objectives

The specific objectives were:

- i. To examine the extent to which financial oriented factors motivates national employee's performance in WFP country office.
- ii. To investigate the immediate non-financial oriented factors that affect national employee's performance of the WFP country office.
- iii. To evaluate WFP working environment and its impact on national employee's performance in the WFP country office.

1.5 Research Questions

The research was guided by the following research questions:

- i. How do financial oriented factors affect national employee performance in the WFP country office?
- ii. To what extent do the immediate non- financial factors affect national employee performance in the WFP country office?
- iii. To what extent working environment has an influence on national employee performance in the WFP country office?

1.6 Significance of the Study

The study will make contributions to expanding literature on issues related the impact of motivation on national employee performance in the United Nations

Organizations such as World Food Programme in Tanzania. Results from the study will have significance to academia, extension of knowledge frontier as well as to policy makers. The study will benefit policy makers, non-governmental organizations, civil society organizations and community based organizations in policy making process and advocacy for the benefits of all stakeholders in the organization. Furthermore, the study will fulfill researcher's academic need of acquiring Master of Business Administration (MBA). Upon completion of this research, this will formulate the basis for further reference to other academicians who will assess an impact of motivation in other institutions. The future researchers will identify the gaps available for further studies.

1.7 Disposition of the Research/ Design and Structure

This research investigates the impact of motivation on national employee's performance in the United Nations World Food Programme in Tanzania. Chapter one presents background information to the study problem and problem statement. It also presents the objective of the study, research questions and significance of the study. Chapter Two presents literature reviews on the context of motivation and employee's performance in organizations. In the first part, it provides definitions of key concepts such as employee, motivation and employee's performance. Thereafter, theoretical perspectives and empirical reviews by other writers are presented. Chapter Three is about research methodology whereby the purpose of the study, research approach, research strategy, data collection methods, sample selection and data analysis on how the research on the impact of motivation on national employee's performance is going to be conducted in the United Nations World Food

Programme. Chapter 4 highlights how the analysis was done, presents and discusses the findings of the study. Chapter 5 provides conclusions and recommendations derived from the findings of the study.

1.8 Chapter Summary

The study assessed the impact of motivation on national employee performance in the United Nations Organizations using a case of the United Nations World Food Programme in Tanzania. Motivation is the key of a successful organization to maintain the continuity of the work in a powerful manner and help organizations to survive. Motivation drives the human beings to reach their goals and organization goals through every challenge and constraint they face in their workplace; considering it as an advantage to go ahead in the direction they have put for themselves. Many organizations in the world and Tanzania in particular have failed to design the effective motivation strategies to improve the employees' performance. Furthermore, little is known on the impact of employee motivation on their performance in many Tanzania work organizations including those related to international organizations like United Nations. This study is expected to have significance to academia, extension of knowledge frontier as well as to policy makers.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The impact of national employee motivation on their performance requires to be noticed in any organization. Performance may also depend on some other factors such as pay rises, performance appraisal system, flexible time system, personal satisfaction, job security and so on. As motivation relate to leadership styles, carrier opportunities, suggestions, opinions and advices from seniors. Therefore, this part looks at theories related to the study and literature review.

2.2 Definitions

2.2.1 Definition of Employee

ILO (2006) through its conference defined the term .employee as often used to refer to a person who performs services in an employment relationship, although strictly speaking this generic term can also cover self-employed workers. Employee is defined in Chile as a person who works in conditions of dependency or subordination; in Mexico, as someone performing personal, subordinate work; and in Nicaragua, as a person working under the employers' direction and in direct or delegated subordination to the employer.

ELRA (2004) defined employee as an individual who has entered into a contract of employment; or has entered into any other contract under which the individual undertakes to work personally for the other party to the contract; and the other party

is not a client or customer of any profession, business, or undertaking carried on by the individual or is deemed to be an employee by the minister under section 98 (3) of this Act. Therefore, despite the fact that the term employees receive different perceptions from different countries, its definitions have something in common to share. However, ELRA, 2004 is more explicit and detailed.

2.2.2 Definition of Motivation

Motivation is the driving force within individuals that compels them physiologically and psychologically to pursue one or more goals to fulfill their needs or expectations (Lam and Tang, 2003). Motivation is essential to nearly all behaviour at work. Motivation can be thought of as the force that drives behaviour. In other words, it can be considered as both the powerhouse behind behaviour, and also a person's reasons for doing something (or nothing). Motivation involves both feelings (emotions) and thinking (cognition). Luthans (1998) defined motivation as communicating to an internal force that actuates a behavioral pattern, thought process, action or reaction. Negative forces or positive forces can act as actuators. Baron (1983) defined motivation as a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals.

Motivation refers to the initiation, direction, intensity and persistence of behaviour. Motivation can be at different levels – individual, organizational and societal. Individuals are driven by their own desires and moral beliefs. Individual motivations may be “internal” or “intrinsic” motivation (activated from the inside) such as hobbies, caring for children, or voluntary work in society; or they may “external” or “extrinsic”(activated from the outside) motivation, which is nurtured from the

outside (Balassanian, 2006). Therefore, despite the fact that the concept of motivation receives different perception, yet different scholars have something to do with making employees work towards achieving both organizational and their own goals.

2.2.3 Definition of Employee's Performance

Employee's performance is the way employee has met the job description as per the required set standards (Malik *et al.*, 2011). Employee's performance means employee productivity and output as a result of employee development. Hameed and Waheed (2011) argued that employee performance will ultimately affect the organizational effectiveness. However, employee performance basically depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development, job security, organizational structure and other, but our area of study is focused only on two basic factors: employee motivation and organizational structure, these two factors highly influence the performance of employees (Kirkpatrick, 2006). Performance has been defined by Hellriegel *et al.* (2004) as the level of an individual's work achievement after having exerted effort.

2.3 Theoretical Perspectives

2.3.1 Herzberg Two Factor Theory

Herzberg *et al.* (1959) developed two distinct lists of factors. One set of factors caused happy feelings or a good attitude within the worker, and these factors, on the whole, were task-related. The other grouping was primarily present when feelings of

unhappiness or bad attitude were evident, and these factors, Herzberg claimed, were not directly related to the job itself, but to the conditions that surrounded doing that job. The first group he called motivators (job factors): recognition; achievement; possibility of growth; advancement; responsibility; work itself.

The second group Herzberg named hygiene factors (extra-job factors): salary; interpersonal relations supervisor; interpersonal relations subordinates; interpersonal relations peers; supervision technical; company policy and administration; working conditions; factors in personal life; status; job security. Herzberg's (1959) model can be used to identify broad issues that need to be addressed or mitigated in general.

Furthermore, in order to motivate workers towards higher productivity, Johnson and Gill (1993) argued that it was important to ensure that the hygiene factors are correct; the manager must manipulate the motivators by attending to job-content issues such as job-enrichment. The theory covers many aspects which is a part of employee motivation once are not met can lead to the employee turnover in the organization. However, the theory proves to be weak since at time interest and involvement may outweigh financial rewards and also employees have different priorities at different times and in different circumstances.

2.3.2 Expectancy Theory

The Expectancy Theory was developed by Vroom (1964) who asserts that job satisfaction is based on people's beliefs about the probability that their effort will lead to performance (expectancy) multiplied by the probability that performance

leads to rewards (instrumentality) and the value of perceived rewards (valence). This theory is based on the belief that the amount of effort exerted on a job depends on the expected return and may result in increased pleasure or decreased displeasure, and that people may perform their job and be satisfied if they believe that their efforts will be rewarded. The fundamental principle of expectancy theory is the understanding of individuals' goals and the linkages between effort and performance, performance and rewards, and rewards and individual goal satisfaction.

This theory recognizes that there is no universal principle that explains people's motivation and is regarded as a contingency model. Understanding what needs a person seeks to satisfy does not ensure that the individual perceives high performance as necessarily leading to the satisfaction of these needs. This diminished significance attributed to remuneration, however, does not discount the contributory role that compensation in an employee turnover statistics and associated consequences like labour shortage and hiring expenses.

Furthermore, Holdford and Lovelace-Elmore (2001) asserts that intensity of work effort depends on the perception that an individual's effort will result in a desired outcome. Vroom suggests that for a person to be motivated, effort, performance and motivation must be linked (Droar, 2006). Three factors direct the intensity of effort put forth by an individual, according to Vroom; expectancy, instrumentality, and preferences (Holdford and Lovelace-Elmore, 2001). The strength of the theory is through it's emphasize on the individuals' goals and their linkages between effort and performance, performance and rewards, and rewards and individual goal satisfaction.

However, some of the critics of the expectancy model were Graen (1969) Lawler (1971), Lawler and Porter (1967), and Porter and Lawler (1968). Their criticisms of the theory were based upon the expectancy model being too simplistic in nature; these critics started making adjustments to Vroom's model.

2.3.3 Equity Theory

The Equity Theory was developed by Adams (1965) and focuses upon a person's perceptions of fairness with respect to a relationship. During a social exchange, an individual assesses the ratio of what is output from the relationship to what is input in the relationship, and also the ratio of what the other person in the relationship outputs from the relationship to what is input into the relationship. Equity Theory posits that if the person perceives that there is inequality, where either their output/input ratio is less than or greater than what they perceive as the output/input ratio of the other person in the relationship, then the person is likely to be distressed.

According to this theory level of motivation in an individual is related to his or her perception of equity and fairness practiced by management. Greater the fairness perceived, higher the motivation and vice versa. In this assessment of fairness, employee makes comparison of input in the job (in terms of contribution) with that of outcome (in terms of compensation) and compares the same with that of another colleague of equivalent cadre. According to Daft and Noël (2001) equity theory is a process of job satisfaction that focuses on individuals' perceptions of how fairly they are treated compared to others. This implies that, if people perceive their treatment as less favourable than that of others with whom they compare themselves, they are

likely to be less motivated to perform better. This theory points out that people in the organization compare the ratio of their outputs to inputs with the ratio of outputs to inputs of others. Therefore, this theory is relevant since employees who are not motivated due to poor benefits offered by the employer tend to leave for other organizations.

Bloom and Michel (2002) studies shows that higher pay dispersion the disparity in compensation between the highest-paid and lowest-paid employees in an organization predicts greater manager and employee turnover. Equity assumes that both under-rewarding employees and over-rewarding employees can be detrimental to motivation. Although research has consistently shown negative motivational and behavioral effects of under-reward inequity, evidence reveals mixed results about the consequences of over-reward inequity: some employees appear to decrease their motivation, others increase it, and still others show no significant changes (Ambrose and Kulik, 1999). This theory has weakness of pointing on a single factor of equity and ignored other factors which motivate employees to perform better and become more efficient and productive in the organization.

2.3.4 Maslow's Hierarchy of Needs

Maslow's (1943) propounded a need theory based on the fact that man is a wanting animal, and as soon as one of his needs is satisfied, another appears in its place. Maslow (1943) classified human needs into five main groups, physiological, safety, social, esteem and self actualization (Robbins, 2004). These five basic needs of an individual form a hierarchy. Maslow argued that lower level needs had to be

satisfied before the next higher level need would motivate employees. The higher level needs are not considered important by an individual, until the lower level needs are satisfied at least partially and once a need is satisfied, the person is concerned with the next level of need in their personal hierarchy. However, Maslow provides no empirical substantiations and several studies that sought to validate the theory found no support for it (Robbins *et al.*, 2004).

Again, Maslow (1954) saw motivation as a constantly changing desire to fulfill changing needs. Maslow believed that human needs occurred in a hierarchy of importance, which he called 'prepotency'. Only the next level of needs in the hierarchy will act as motivators. Once a level of needs has been satisfied they no longer act as motivators and the individual then directs attention towards the next level of needs in the hierarchy.

Argyris (1957) suggested that in formally designed organizations, with an emphasis on hierarchy and task specification, there tended to be a lack of congruency between the needs of the healthy adult and the demands of the organization. In these types of organizations, employees have little control over what they do, are expected to have a short-term perspective, be dependent upon and subordinate to hierarchical superiors and are expected to exercise only a few superficial skills and abilities. All of which, argues Argyris (1957), are personality traits more commonly associated with children. Employees' natural desires for a certain level of autonomy are therefore repressed, resulting in feelings of frustration and failure, lowering worker morale and increasing the risk of conflict.

2.3.5 Motivation-Hygiene Theory

The motivation-hygiene theory was proposed by psychologist Frederick Herzberg (1959) who investigated “what people want from their jobs?” in an effort to determine what might lead to a person’s success or failure at work. He found that intrinsic factors such as achievement, recognition, the work itself, responsibility, advancement and growth seem to be related to a job satisfaction. He also found that there were characteristics that lead to job dissatisfaction. The factors that caused dissatisfaction were extrinsic such as company policy and administration, supervision, interpersonal relations and working conditions. Herzberg study led him to conclude that the opposite of satisfaction is not dissatisfaction, as was traditionally believed.

Removing dissatisfying characteristics from a job does not necessarily make the job satisfying. He explained that the factors leading to job satisfaction were motivators that are separate and distinct from the hygiene factors that lead to job dissatisfaction. Thus managers who try to get rid of factors that create job dissatisfaction can create pleasant workplaces but not necessarily more motivated ones. Hygiene factors include company policy and administration, supervision, interpersonal relations, working conditions and salary. When these factors are adequate, people will not be dissatisfied; however, neither will they be satisfied. Motivating factors include achievement, recognition, the work itself, responsibility and growth. These are the characteristics that people find intrinsically rewarding and motivating (Armstrong, 2006).

Sachau (2007) argued that Herzberg's (1959) motivation-hygiene theory was a popular but controversial theory of employee satisfaction. The theory was at the center of a long debate that focused on conceptual and methodological problems with the theory. Now, more than 30 years after the debate and despite multiple claims that Herzberg's theory is dead, emerging research from the field of positive psychology is surprisingly consistent with basic tenets of the motivation-hygiene theory. It may be time to resurrect Herzberg's theory.

2.4 Empirical Literature Review

Four issues are discussed under this part. It starts with reviewing literature related to employee remuneration and employee motivation as well as their performance in the organization. It proceeds with reviewing literature related to employee allowances/incentives and their influence on employee performance in the organization. Also, the next is the review literature related to employees' working environment and its influence to their performance. Lastly, it reviews literature related to job security and its influence to their performance.

2.4.1 Financial Related Factors

In reviewing literature on the influence of employee remuneration to their performance, Panwar and Gupta (2012) reveals that money was the most obvious motivational factor for employees, whether it was in the form of pay or some other kind of remuneration. They noted down that everyone wants to earn fair wages and salaries, and every employer wants their employees to feel that he is the best paymaster. Thus it can be said that employees and employers view money as the basic factor for job satisfaction.

Houran and Kefgen (2008) found that money had a role to play in motivating employees. Their research consistently substantiated the effectiveness of financial incentives on job performance, although companies need to consider the issue of job quantity versus quality and also be aware of the limitations of financial incentives. Employees can have vastly different motives for acquiring wealth including using money to fulfill psychological needs. Thus, it is not surprising that money alone is less an effective motivator for employees than when it is used in conjunction with non-financial reinforcements.

Likewise, Leshabari *et al.* (2008) found that amongst the contributing factors to employee de- motivation in Muhimbili National Hospital were low salary levels. Salaries were the most obvious motivational factor when it comes to our jobs. Employees constantly compete for positions that offer the quickest, most easily accessible reward. Sometimes, many other motivational factors may be sacrificed by employees to attain job satisfaction. That is why whenever an associate gets good pay in another hotel or another service sector he moves. Pay, is a major consideration in human resource management because it provides employees with a tangible reward for their services (Bohlander, Snell and Sherman, 2001).

However, Kochan (2002) argued that money works as a short-term motivation factor and it does not transform employee attitude and behavior in the long term. He pointed out that money only motivates employees to seek further rewards. Also, although pay has strong motivational potential, its actual effectiveness as a motivator depends on a variety of individual and situational factors, including the way it is

administered in practice (Rynes *et al.*, 2004). While managers will (and should) consider both financial and non-financial tools for attracting, motivating, and retaining employees, it would be a mistake to conclude, based on general surveys, that monetary rewards are not highly important (Rynes *et al.*, 2004).

2.4.2 Non Financial Related Factors

In reviewing recent studies on the role of employees' allowances/incentives on motivation and consequently their performance, Yee *et al.*, (2007) noted that in response to the pressure of globalization, increasingly competitive markets and volatile market dynamics, many organizations are actively seeking ways to add value to their services and improve their service quality.

Despite that, employees who do not have a clear understanding of their jobs, feels overwhelmed with the workload, rarely receive recognition for their work, or are in continual conflict with their supervisors can experience depression (Paul, 2003). On related note, Lai (2009) found that incentives did have a strong motivational potential to influence employees' willingness to work harder. For the long-term, motivation, job related factors such as meaningful work, flexible working hours and friendly social gestures were found to be effective motivators while, on other hand, monetary, social gatherings and gifts were the most effective motivators for the short-term.

Also, Eshun and Duah (2010) revealed that rewards are the motivation tool for employee performance in the organization. They emphasized that motivated

employees were essential for organizational goals and managers were often confronted with the challenge of coming up with the right mix of rewards which would motivate their employees for enhanced productivity. Besides, the most effective ways to motivate employees to achieve the desired goals of the organization include creating an environment with strong, respectful and supportive relationships between the organization's managers/supervisors and employees and a focus on genuine expressions of appreciation for specific employee achievements, service milestones and a day-to-day acknowledgement of performance excellence (Daniel and Metcalf, 2005).

In supporting the above views, Hameed and Waheed (2011) found that employee's development and its effect on employee's performance is one of incentives which had something to do with the employees' performance. Through model developed they explained the relationship between employee development variables such as employee learning, skill growth, self-directed, employee attitude and employee performance variable in the organization. Likewise, Tapping into the existing talent within the organization to help shape the company's future could be one of the ways that employers train and develop employees while meeting organizational goals (SHRM, 2011).

2.4.3 Employees' Job Security

Job security is a topic where the balance of benefits and costs are still relatively unknown (Leung, 2009). For example, employees with high job security may invest more in their companies out of loyalty or because they view their jobs as long term

commitments. On the other hand, workers may take advantage of their job security and do as little work as possible. Job security can also be costly to the firm since dismissal of employees requires more time, effort, and compensation.

According to a recent report from the Society for Human Resource Management (SHRM), employees consider benefits and job security as the two most important factors that contribute to their overall job satisfaction (SHRM, 2010). Malik *et al.*, (2011) revealed that employee performance basically depend on many factors like performance appraisals, employee motivation, employee satisfaction, compensation, training and development and job security.

Dewhurst *et al.*, (2009) found that the respondents viewed three noncash motivators including praise from immediate managers, leadership attention (for example, one-on-one conversations), and a chance to lead projects or task forces as no less or even more effective motivators than the three highest-rated financial incentives: cash bonuses, increased base pay, stock or stock options (exhibit) and job security.

2.4.4 Employees' Working Environment

Organizational environment determines the manner and extent to which roles, power, and responsibilities are delegated, controlled, and coordinated, and how information flows between levels of management (Malik *et al.*, 2011). Frequently, employees are concerned about the repercussions of bringing forth suggestions and concerns to management (SHRM, 2011). The effective organizational environment promotes the effectiveness of the organization.

Wheelhouse (1989) noted that the working environment can often be a cause of lower or higher productivity. Job satisfaction is created through a good work environment. Theoretically, Kartono (2002) states that employee wants a good workplace because this conducive workplace will lead to physical enjoyment or pleasure. Therefore, Cheng (1995) holds that a good working environment means employees want the same conditions in their work as similar to the management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect. To have a good working environment, management has to trust and value to its employees.

Other scholars including Parker *et al.* (2003) reviewed relationships between psychological climate perceptions and work outcomes using a meta-analytic review. Parker *et al.*, (2003) meta-analytic findings indicated that psychological climate, operationalized as individuals' perceptions of their work environment, did have significant relationships with individuals' work attitudes, motivation, and performance. O' Brien (2003) in investigating the effective motivational factors for the Thai employees revealed that job satisfaction were enjoying the job, relationship with peers, being successful, relationship with boss, and working conditions.

Leshabari *et al.* (2008) found that amongst the contributing factors to de- motivation in Muhimbili National Hospital were the frequent unavailability of necessary equipment and consumables to ensure proper patient care, inadequate performance evaluation and feedback, poor communication channels in different organizational units and between workers and management, lack of participation in decision-

making processes, and a general lack of concern for workers welfare by the hospital management. Therefore, Al-Anzi (2009) concluded that management's new challenge was to create a work environment that attracts, keeps, and motivates its workforce.

2.5 Research Gap

Literature reviewed on the financial related factors, non financial related factors, employees' job security and working environment though provides good explanations on the contribution of motivation on employee's performance but the literature review mostly reflect what was done more than five years ago and in other countries. It also, investigated financial related factors such as Panwar and Gupta (2012) found that money was the most obvious motivational factor for employees' performance. Likewise, Houran and Kefgen (2008) found that money had a role to play in motivating employees. Similarly, Leshabari *et al.* (2008) found that among the contributing factors to employee de- motivation were low salary levels in Tanzania public sectors.

Non financial related factors such as rewards were revealed by Eshun and Duah (2010) and Paul (2003) as the motivation tool for employee performance in the organization. Furthermore, Hameed and Waheed (2011) found that employee's development, recognition affected employee's performance in non- related to United Nations affiliated programs. Finally, O' Brien (2003) investigated the motivational factors for the job satisfaction and found enjoying the job, relationship with peers, being successful, relationship with boss, and working conditions among the Thai

employees. Therefore, basing on the above studies, it was evidenced that they left geographical location, time and nature of the organizations gaps which this study sought to fill particularly using WFP Tanzania country office.

2.6 Conceptual Framework

This study was guided by the conceptual framework as formulated by the researcher.

The researcher decided to formulate and use this model as it considered both independent and dependent variables as illustrated in Figure 2.1.

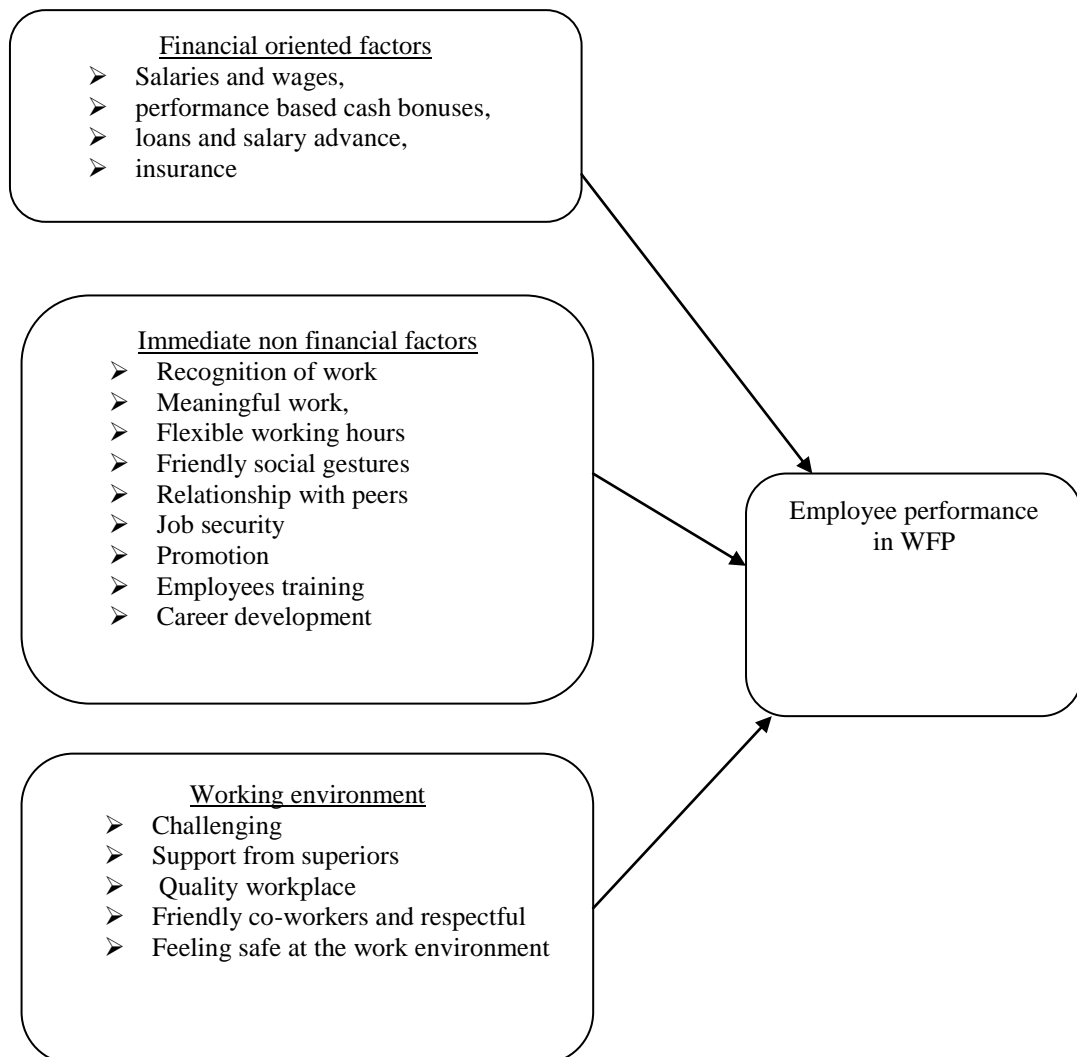


Figure 2.1: The Impacts of Motivation on the National Employee Performance

Source: Formulated by researcher, 2012

The above model have independent variables of financial oriented factors, non financial related factors and working environment which influences dependent variable of performance. The elements of financial oriented factors such as salary and wages, performance based cash bonuses, loans and salary advance, insurance; non financial related factors such as recognition of work, meaningful work, flexible working hours, friendly social gestures, relationship with peers, job security, promotion, employees training and career development on one hand and challenging conducive working environment, support from superiors, quality workplace, friendly co-workers and respectful as well safety at work influenced either positively or negatively towards employees performance.

The model asserts that the availability of the above factors in the organization influenced positively the employee's performance while the absence of the above factors in the organization influenced negatively the employee's performance in the WFP Tanzania country office.

2.7 Chapter Summary

The study reviewed financial and non financial factors leading to employee performance in organization. It also offers literature on the factors related to the environment which surrounds working premises. Studies reveal that money was the most obvious motivational factor for employees, whether it was in the form of pay or some other kind of remuneration.

On other hand, empirical literature suggests that incentives did have a strong motivational potential to influence employees' willingness to work harder. For the

long-term, motivation, job related factors such as meaningful work, flexible working hours and friendly social gestures were found to be effective motivators while, on other hand, monetary, social gatherings and gifts were the most effective motivators for the short-term.

Nevertheless another school of thought holds that a good working environment means employees want the same conditions in their work as similar to the management. They need challenge, support from superiors, a quality workplace, friendly co-workers and respect. To have a good working environment, management has to trust and value to its employees. Based on the findings of the reviewed literature it was evidenced that financial factors, non financial factors and good working environment play an important role in motivating employees as well as improving their performance.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The way in which study is conducted may be conceived of in terms of the purpose of the study used by the researcher, research approach used by the researcher, the research strategy employed and so the research instruments utilized (and perhaps developed) in the pursuit of a goal the research objective (s) and the quest for the solution of a problem - the research question. The purpose of the study will be stated in relations to other purposes expounds our research strategy, including the research methodologies adopted and the research instruments that we have developed and utilized will be introduced in the pursuit of our goals.

3.2 Case Study

The case study as a research design method has been explored by a number of authors (Jensen and Rodgers, 2001; Perry, 2001). For example Yin (1994), defined a case study as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context.” A strong advocate of the case study approach to research is Stake (1995). According to Stake, (1995) a case study is intended to catch the complexity of a single case. He goes on to say that, a “case study is the study of the particularity and complexity of a single case, coming to understand its activity within important circumstances, and that, the time we spend concentrating on the one may be a day or a year, but while we so concentrate we are engaged in case study. Therefore, this study used a case study design in assessing the impact of motivation on national employee performance in the United Nations Organizations.

3.3 Purpose of the Study

The purpose of this study is to explore the impact of motivation on national employee performance in the United Nations Organizations using a case of the United Nations World Food Programme in Tanzania. Exploratory research might involve a literature search or conducting focus group interviews (Patton, 2002). The exploration of new phenomena in this way may help the researcher's need for better understanding, may test the feasibility of a more extensive study, or determine the best methods to be used in a subsequent study. For these reasons, exploratory research is broad in focus and rarely provides definite answers to specific research issues. The objective of exploratory research is to identify key issues and key variables (Wong, 2008). Exploratory research was conducted to obtain greater understanding of a concept or to help crystallize the definition of a problem. It was also used to identify important variables to be studied.

3.4 Research Approach

During this study, qualitative and simple quantitative approaches were used. Qualitative research is grounded in the assumption that individuals construct social reality in the form of meanings and interpretations, and that these constructions tend to be transitory and situation (Patton, 2002). The reason of choosing the use of qualitative methods was to capture what people say about their meanings and interpretations (Maxwell, 1996). Also, Denzin and Lincoln (2000) showed that the strength of qualitative research is its ability to provide complex textual descriptions of how people experience a given research issue. It provides information about the human side of an issue – that is, the often contradictory behaviors, beliefs, opinions,

emotions, and relationships of individuals. Qualitative methods are also effective in identifying intangible factors, such as social norms, socioeconomic status, gender roles, ethnicity, and religion, whose role in the research issue may not be readily apparent. When used along with quantitative methods, qualitative research can help to interpret and understand finding better (Kothari, 2007).

3.5 Research Strategy

The research strategy adopted in this study is survey. The rationale behind choosing survey is its ability of studying behavior that cannot be observed or experimented on directly from the respondents (Sommer and Sommer, 2001). This assisted in data collection about people's beliefs, attitudes, values, and behaviors. Surveys usually require larger numbers to give accurate meaning to the results. In collecting the above data, two instruments were employed; the interview and the questionnaire.

3.6 Data Collection Methods

3.6.1 Questionnaires

In this study, data were obtained through administering semi-structured questionnaires with employees in a random sampling manner. The questionnaire had key questions that were prepared to capture the objectives of the study. To avoid inter tensions and to encourage genuine information transference, respondents names were not recorded. A questionnaire is a series of written questions on a topic about which the subjects' opinions are sought (Sommer and Sommer, 2001). The questionnaire was carefully designed to avoid responses that may be biased in favour of the study objectives. It was also prepared according to the status of the target

group who were all literate. Questionnaire was chosen by the researcher because of the following reasons:- it encourages great honest, possibilities of enquiring absent attitude and opinions, they can be written for specific purpose, within a short time, one can collect a lot of information as well as its possibilities of mailing them makes them economic in term of costs.

3.6.2 Documentation

Secondary data was also collected through reviewing relevant documents. Kombo and Tromp (2006) pointed out that, documentary data includes written documents (such as notices, correspondence, minutes of meetings, reports to shareholders, transcripts of speeches, and administrative and public records) and non-written documents (such as video recordings, pictures, films and television programmes). As for the study secondary data involved among others WFP reports, manuals, circulars, rules, guidelines and internet resources. Documentation method was used to enable the researcher to come up with information to supplement information collected through other methods.

3.6.3 Interviews

Furthermore, interview was used to collect data during this study. Gray (2004) defined interview as a systematic way of talking and listening to people and is another way to collect data from individuals through conversations. The researcher used open questions. The researcher used both semi-structured interview and non structured interview in this study. The rationale for using semi-structured and non structured interview was to provide room for flexibility.

According to David and Sutton (2004) showed that the strength of structured interviews is “prompting can be included with the questions and if a question is inappropriate, data on why no response was made can be recorded.” Furthermore, non-verbal cues, such as facial expressions, gestures can be recorded. Unstructured interview encourage interviewees to speak openly, frankly and give as much detail as possible. Although the researcher used this method, it required a lot of patience and thus consumed a lot of time (Robson, 2002).

3.6.4 Focus Group

Focus group discussion is a research methodology in which a small group of participants gather to discuss a specified topic or an issue to generate data (Wong, 2008). The main characteristic of a focus group is the interaction between the moderator and the group, as well as, the interaction between group members. The objective was to give the researcher an understanding of the participants’ perspective on the topic in discussion.

The FGDs was chosen because of its effectiveness in eliciting data on the cultural norms of a group and in generating broad overviews of issues of concern to the cultural groups or subgroups represented. Also, FGDs was the quickest means of collecting information from several people at the same time as argued by Robson (2002). FGDs involved a selected group of individuals to gain information about their views and experiences on the topic. The method was useful in obtaining several perspectives on the same topic.

Hence, it gave peoples’ shared understanding about the same issue. Participants for

FGDs were nominated with the help of WFP management. The group constituted employees from the WFP and comprised of ten (10) members. The group constituted employees of different age groups, marital and sex status (youths, adults, married, single, males and females) with the aim of concretizing and validating the information which was obtained from the questionnaires.

3.6.5 Direct Observation

Observation is way of gathering data by watching behavior, events, or noting physical characteristics in their natural setting (CDC, 2008). Observation occurs when an observer (usually the researcher or trained observers) systematically plans and implements viewing of people and their behaviors or viewing how an environment is used. Observations can be overt (everyone knows they are being observed) or covert (no one knows they are being observed and the observer is concealed). The benefit of covert observation is that people are more likely to behave naturally if they do not know they are being observed.

Observations can also be either direct or indirect. Direct observation is when you watch interactions, processes, or behaviors as they occur; for example, observing a teacher teaching a lesson from a written curriculum to determine whether they are delivering it with fidelity. Indirect observations are when you watch the results of interactions, processes, or behaviors; for example, measuring the amount of plate waste left by students in a school cafeteria to determine whether a new food is acceptable to them. During this study observation of different motivational tools and their influence on performance in the WFP was carried out.

3.7 Sample Selection

Choosing a study sample is an important step in any research project since it is rarely practical, efficient or ethical to study whole populations (Marshall, 1996). The aim of all quantitative sampling approaches is to draw a representative sample from the population, so that the results of studying the sample can then be generalized back to the population. The selection of an appropriate method depends upon the aim of the study.

During this study, random sampling technique was employed. The list of employees with all names was printed and respondents were selected randomly. The decision of using random sampling from a population was reached as every member of that population had equal chances of being sampled.

The total population of WFP Tanzania national employees is 149 (98 male and 51 female). Out of 149 employees, the sample chosen comprised of forty (40) respondents from the WFP Tanzania between 1 and 149. The sample size of 40 represented 27% of the whole population. The rationale of choosing a sample of 40 respondents was due to the limited number of employees working with the WFP in Tanzania country office.

All 40 respondents were given questionnaires to fill. Also, 10 respondents from those who filled questionnaires were picked to form one Focus Group Discussions (FGDs) and 5 respondents from those who filled questionnaires were interviewed. Questionnaire was chosen by the researcher because it encourages great honest,

possibilities of enquiring absent attitude and opinions, they can be written for specific purpose, within a short time, one can collect a lot of information as well as its possibilities of mailing them makes them economic in term of costs. FGDs and Interview provided supplementing information to the questionnaires.

3.8 Data Analysis and Presentations

Both qualitative and quantitative approaches were used during data analysis. Statistical Package for Social Sciences (SPSS) was used in data analysis to produce simple frequency tables. SPSS is preferred because of being easing in constructing simple frequency tables, figures and charts. Although a semi-structured questionnaire was used to collect data, qualitative data are not given in this report.

To analyze the interview data, the researcher first organized qualitative data responses into similar topics and transposed the text quantitative data through recoding variables using. Then, data was reorganized to give a consistent flow and structure for easy reference and analysis. The researcher interpreted the data in accordance to the quality of arguments made rather than quantity of the respondents with the same opinions. Tables and figures were later designed for comparison. An overview of the responses is provided in a descriptive and comparative manner.

3.9 Validity and Reliability

3.9.1 Validity

Validity is the extent to which an empirical measurement adequately reflects the real meaning of the concept under study (Trochim, 2005). Also, Churchill (2007) defined

validity as the extent to which the instrument accurately measures what was intended and supposed to measure. The questionnaire for this research was pilot- tested to the individual WFP employees and results used to modify the questionnaires so as to be able to capture the required information.

3.9.2 Reliability

Golafshani (2003) defined reliability as the extent to which results are consistent overtime. Trochim (2005) relates reliability to whether it is measuring what we intend to measure and represents the overarching quality of the measure. Kothari (2007) defined reliability as the extent to which data collection process yields consistent results. In addition, Saunders et al (2007) argued that the term reliability meant to what extent does the repeated measurement of the same object, using the same instrument, yields the same or very similar results. This study adopted construct validity to validate data and Cronbach Alpha (α) scale to measure internal reliability. The reliability test was done using SPSS version 19.

CHAPTER FOUR

4.0 PRESENTATION, ANALYSIS AND DISCUSSIONS OF THE FINDINGS

4.1 Introduction

This chapter helps to describe how the analysis was done and indicate research findings, discussions and analysis. The first part provides general information of respondents by sex and work unit. It also provides information on respondents based on the number of years worked for WFP and years worked in a work unit. It later highlights specific findings on financial oriented factors that motivate employees in WFP and non-financial factors that affect employees' performance of the WFP. Each factor identified provided the extent to which it motivates employees based on the results of this study in a descriptive and comparative manner.

4.1.1 General Information

Majority of the respondents (62.5%) were male employees, compared to 37.5% female. This corresponds well with the proportion of WFP employees, 65% of whom are male. The age of respondents ranged from 28 to 61, with mean age of respondents being 42 years. There were more respondents from Logistics unit (33%), followed by Administration (27%), Programme (20%), Information Communication Technology (8%), Finance (7%) and Human Resource (5%). Most of the respondents (48%) had spent one to five years of service, majority having spent the entire time with WFP in the same unit or position.

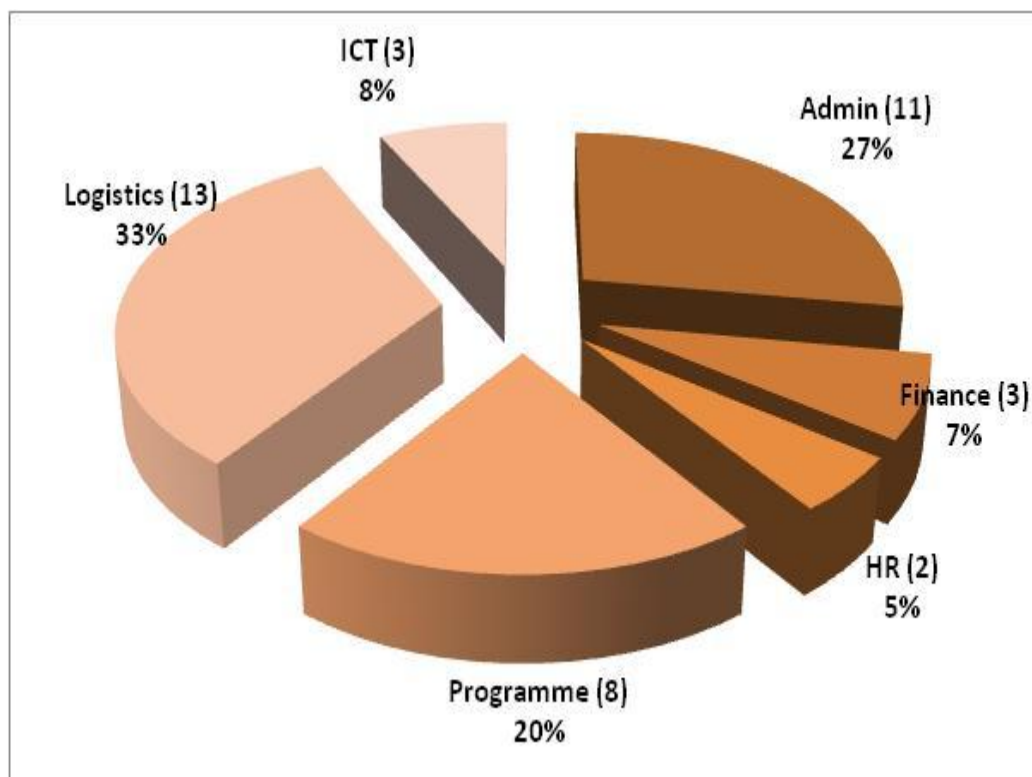


Figure 4.1: Respondents by Work Unit

Source: Field data, (2012)

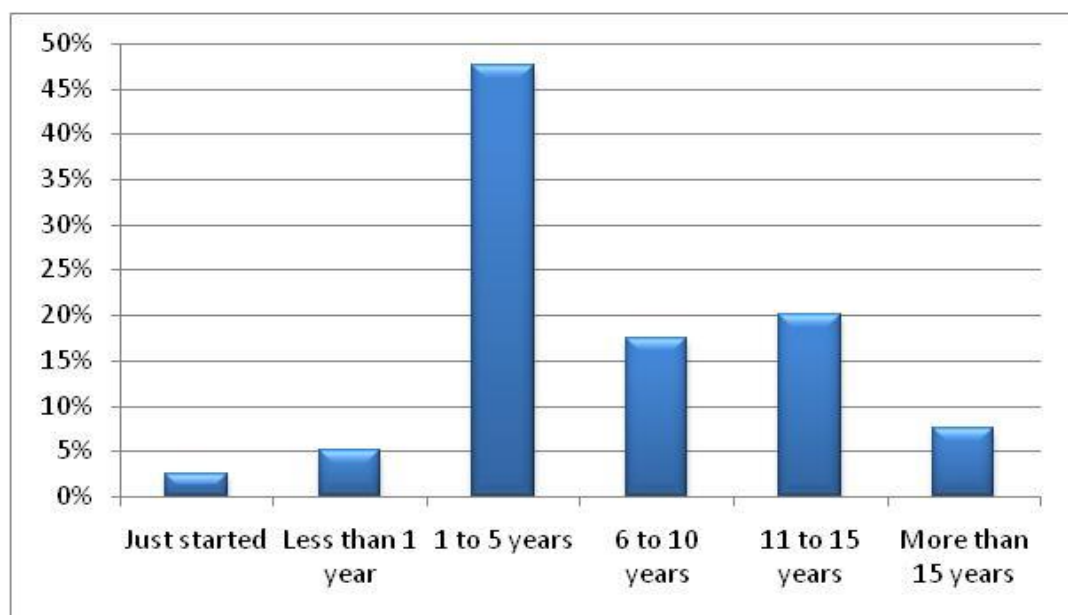


Figure 4.2: Years of Service with WFP

Source: Field Data, (2012)

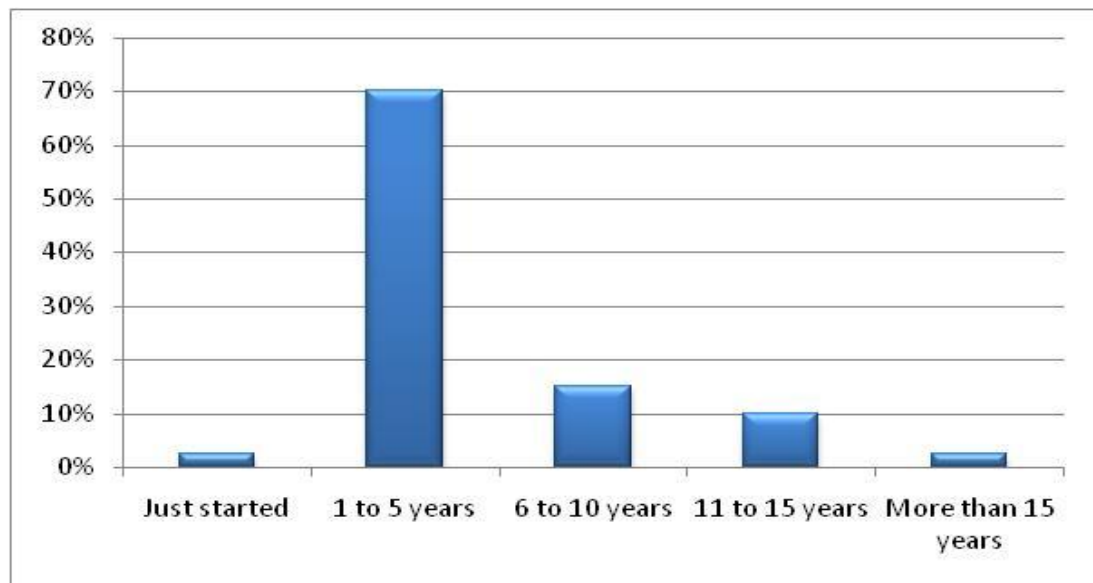


Figure 4.3: Years of Service in the Current Unit/Position

Source: Field data (2012)

4.2. Financial Oriented Factors that Motivate Employees

4.2.1 Performance Based Cash Bonuses

Awards and incentives that recognize, validate and value outstanding work keep employees motivated, and are effective methods of reinforcing company expectations and goals (Daniel and Metcalf, 2005). Apart from monetary recognition, sincere acknowledgement of a job well done can make staff feel their work is well appreciated (SHRM, 2011).

According to the results of this study, 77.5% of employees reported that the organization has staff performance recognition arrangement while 22.5% said there is no such arrangement. Among them, 88.5% said this takes place annually, 7.7% quarterly and 3.8% indicated other time frame. Only 45% of the respondents felt that they always receive sufficient and appropriate on-the-job performance recognition

compared to 55% who felt this happened only sometimes.

Performance recognition and honouring played a major role in employee morale enhancement, as it ranked first among the proposed additional benefits to enhance morale, having been cited by a quarter of the respondents. Other proposed benefits include loans (17.2%), medical care/health insurance plan (17.2%) and leave allowance (8.1%), as per Figure 4.4.

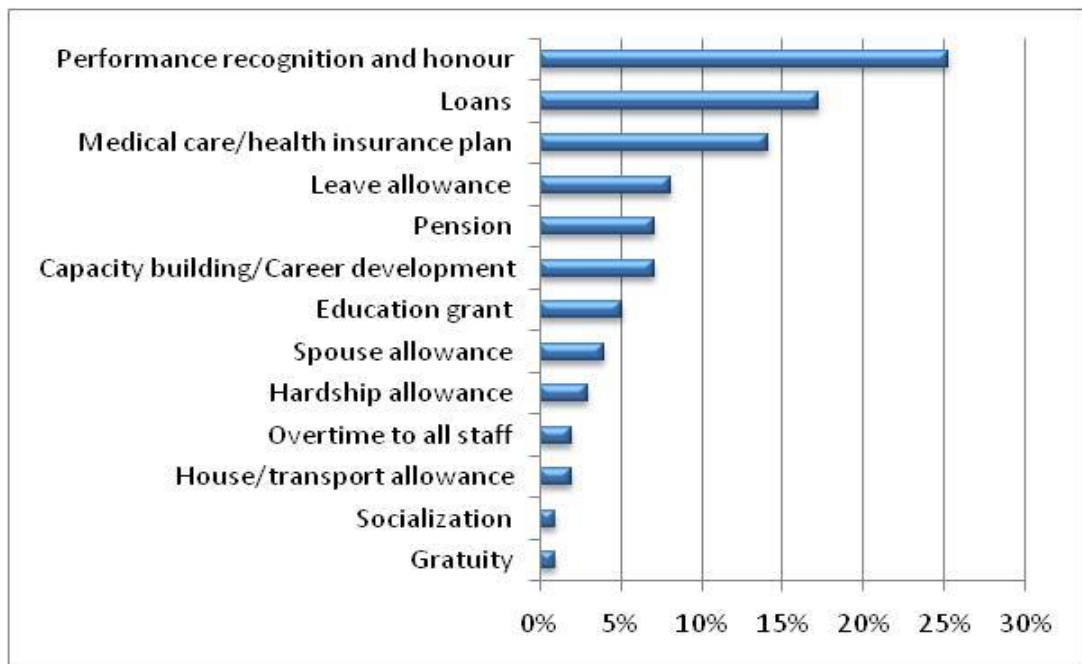


Figure 4.4: Additional Employee Benefits to Enhance Morale

Source: Field data, (2012)

The common employee performance recognition arrangement in WFP is safe driving bonus, provided to drivers on annual basis if they were accident free for the whole year. When employees were asked about the effectiveness of safe driving bonus arrangement, 67.5% were not sure if this cash bonus arrangement is effective. This

could be attributed to the fact that this type of bonus is applicable to drivers only, who forms 20% of WFP Tanzania employees. Only 17.5% of the respondents said the bonus arrangement was effective while 15% said it was not effective. The major three proposed changes to improve cash bonus payment staff cited include increasing bonus (33%), timely payment of bonus (33%) and uniform payment procedures (25%).

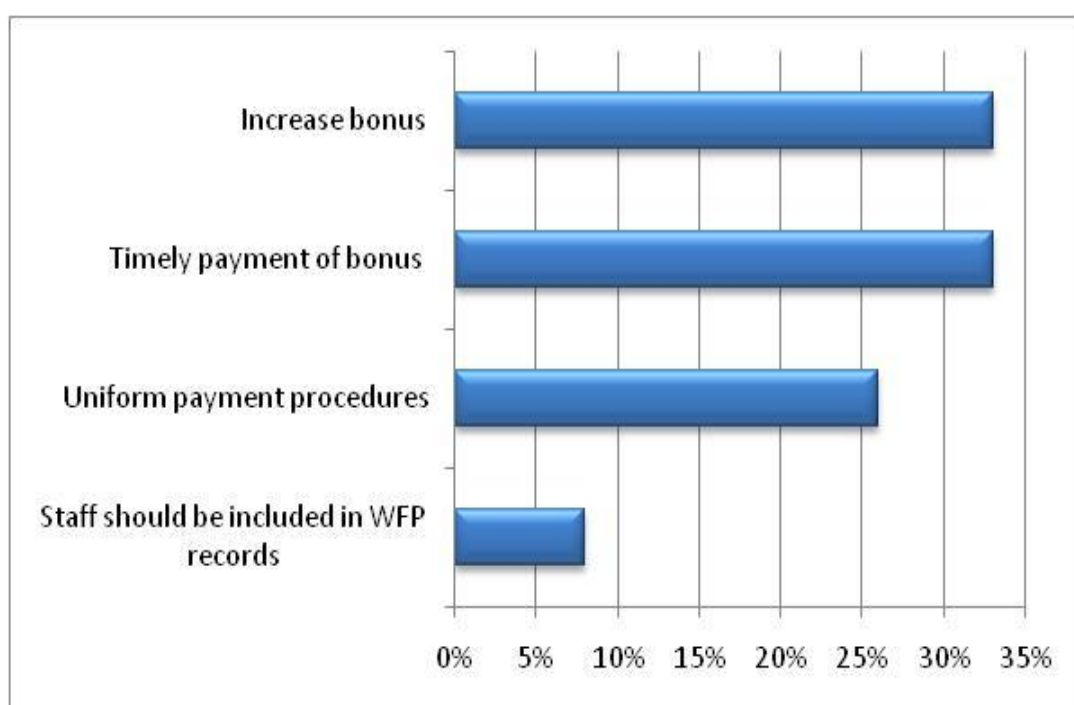


Figure 4.5: Cash bonus proposed changes

Source: Field data, (2012)

WFP provides Long Service Award to employees who have spent 10 years of work (silver pin) and 25 years of work (gold pin). When asked on the effectiveness of this aspect on staff performance recognition, 60% were not sure if the Long Service Award arrangement is effective, 27.5% said it was effective while 12.5% said it was not effective. There was more staff who were not sure with the functioning of the

long service award as majority of the respondents (73%) have served not more than 10 years with WFP. This is further justified by the fact that 79% of the respondents who responded 'not sure' are coming from this category.

Table 4.1: Effectiveness of Long Service Award

Years of service	Do you think that the current Long Service Award arrangement is effective?			
	Yes	No	Not Sure	Total
Just started	9.1%	0%	0%	2.5%
Less than 1 year	0%	0%	8.3%	5.0%
1 to 5 years	36.4%	0%	62.5%	47.5%
6 to 10 years	27.3%	40.0%	8.3%	17.5%
11 to 15 years	9.1%	60.0%	16.7%	20.0%
More than 15 years	18.2%	0%	4.2%	7.5%
Total	100.0%	100.0%	100.0%	100.0%

Source: Field data, (2012)

The major three proposed changes to improve long service award include cash payment (31%), certificates (15%) and promotion (15%). Others include special contract, send staff on temporary duty assignments to share experience, include staff name in WFP records, recognition and visit headquarters, each accounting 8%. Sampled employees were also asked to name the types of awards/incentives they would like to receive from Long Service Award where the majority prefer cash (51.3%), others in the top three being certificates (28.2%) and functional awards (10.5%). Other awards mentioned include Standard Glass/Crystal (5.1%) and other incentives (5.1%).

4.2.2 Salaries or Wages Scales

Pay level is likely to be quite important both in attracting employees (Rynes *et al.*, 1983) and in retaining them (Delery, Gupta, Shaw, Jenkins, & Ganster, 2000; Guthrie, 2000). However, it is likely to be relatively more important in attraction than retention (Towers Perrin, 2003) because pay is one of the few job characteristics that can be known with certainty at the point of job choice. While other important factors (such as the quality of management or the camaraderie among coworkers) may not be known until one has been on the job for some time (Rees, 1973), they are likely to become relatively more important in the decision of whether to leave an employer than they are in job choice (Rynes *et al.*, 2004).

Less than half of the employees (45%) reported to be satisfied with their salaries, compared to 55% who are not. There are more female employees satisfied with salaries (47%) compared to male employees (44%). National officers are also more likely to be satisfied with their salaries (50%) compared to employees in the general staff category (44%). Despite a fairly low staff satisfaction on salary scales, salary was not top on the agenda among the factors that motivated staff. Salary ranked third among the reasons that motivate staff to go work (14%) and fourth among proposed improvement to working environment, with 8%. It also ranked fourth among the reasons that staff stay at their current job (49%). When asked about the things employer should do to improve employee retention, salary ranked eighth (last but one) with only 3% of the respondents citing it.

Better salary seemed more important among the reasons why employees

contemplated job change (25%). Similarly, salary was ranked second (7%) when employees were asked what they consider to be major difference in the WFP work environment compared to other local organizations. While money is not the only motivator and not the primary motivator for everyone, there is overwhelming evidence that money is an important motivator for most people. There is also ample evidence that surveys asking people to rank order money and other motivators do not accurately reflect the important effects that changes in pay levels or the way pay is determined actually have on people's decisions to join and leave organizations (Rynes *et al.*, 2004).

4.2.3 Increase in Base Pay

On annual basis WFP gives within grade salary increment of an average of 3% to 5% to Fixed Term staff on successful performance in the preceding year. This salary increment seemed little to have an economic impact on the employees as 10% of employees who are not happy to go work put it. United Nations conducts local salary survey on annual basis, through established committees. The survey is conducted through consultation with identified key competitors and comparators. Results of the local survey have seen positive changes in the employee salaries although majority want the increment to consider inflation so as to have more impact on their socio-economic status.

4.2.4 Loans and Salary Advance

WFP does not have arrangements for giving salary advances to staff, except for Fixed Term contractors and Permanent employees, who are eligible for termination

indemnity package when they resign or retire. Special Service Agreement (SSA) and Service Contract (SC) Holders are not eligible for salary advances, as they receive Monthly Gross Salary without any deductions with exception of their monthly health contribution.

Also, for Fixed Term staff salary advances are limited to two categories: Emergency Advance, that is material loss due to fire, flooding, home emergency repairs, serious illness or death in the immediate family (2 months net salary maximum in a contractual year) and Special Advance, that is to say ad hoc purposes related to the well-being of the staff member or his family (1 month net salary maximum in a contractual year). Not more than one emergency and/or one special advance can be made during any 12-month period.

Despite that, WFP does not give guarantee to banks to give loans to staff, following abuse of the system by some staff in the past. Staff members wishing to take bank loans have to make their own arrangements using available collateral such as motor vehicles, land, houses or other valuable properties.

There is an established United Nations Savings and Credit Cooperative Society whose members include WFP staff. UNSACCOS gives loans of up to two times of staff savings to member staff at reasonable interest rate (13%), far below banks interest rates. However, UNSACCOS services are only available to staff members with Fixed Term contracts who are 59% of the whole WFP Tanzania staff as illustrated in Table 4.2.

During the research the issue of loan was raised repeatedly as one of the concerns to the employees. Among the proposed benefits to enhance staff morale, loans ranked second (17%), after performance recognition and honour (25%). When asked what should be done to improve the working environment, ‘improve socioeconomic life’ ranked third (13%).

Employees were asked to mention the major differences they find between WFP work environment and other organizations. Lack of opportunities for loans was fourth among WFP work environment difference (5%). Loan was also mentioned as one of the strategy to improve employee retention, ranking sixth with 7%. Loans could play an important role in improving the socioeconomic status of the employees, considering that more than half of the employees think their salaries are not enough.

Table 4.2: The Breakdown of WFP Staff in Tanzania

	Male	Female	Total	% Female
International	9	7	16	44%
National Professional	8	7	15	47%
National GS	46	26	72	36%
SC	44	18	62	29%
Total	107	58	165	35%

Source: Field data, (2012)

4.2.5 Medical Insurance

The WFP Medical Insurance and Death & Disability Plan cover Service Contract (SC) and Special Service Agreement (SSA) holders for health insurance and death & disability. It also covers health insurance for Fixed Term staff while death and

disability for Fixed Term staff is covered by United Nation Joint Staff Pension Fund (UNJSPF). Health expenses of their dependents (recognized spouse and children) are also covered by the WFP Medical Insurance. New-born children are covered from their date of birth. Children are covered until the age of 21 or until the age of 25 when they continue their studies. This age limit does not apply for children who are permanently physically or mentally incapacitated. The coverage for medical expenses ends on the last day of the month of separation. For instance, when the contract ends at 20 January, you are covered until 31 January).

Inpatient hospital care and day surgery are reimbursed at 100%; outpatient medical treatment and pharmacy are covered at 80%. The results illustrated in figure revealed that only 50% are satisfied with health benefits. Similarly, female employees are more satisfied with health benefits (60%) compared to male employees (40%). The interview suggested that staff were not satisfied with health benefits because outpatient medical treatment and pharmacy are covered at 80% and also direct billing services are limited to only few Hospitals (TMJ, AAR Hospital and UN Dispensary). They therefore, suggest that WFP to reimburse 100% for Inpatient hospital care, day surgery, outpatient medical treatment and pharmacy and identify more hospitals to provide direct billing services.

4.3 Non Financial Oriented Factors that Motivate Employees

4.3.1 Working Conditions

Employees prefer work that is mentally challenging and provides them and provides them with opportunities to use their skills and abilities and offers a variety of task,

freedom and feedback on how well they are doing (Robbins, 1993). It could be difficult for employees to remain motivated and satisfied with their jobs when their work is not interesting, challenging or exciting (SHRM, 2011). Majority of employees indicated that they stay at current job because they find the work interesting (65%) followed by challenging job assignments (55%). Similarly, challenging and interesting work ranked second among the reasons that motivate staff to go to work (18%) after good and conducive working environment (32%).

These data are illustrated in Figure 4.6 and 4.7 respectively.

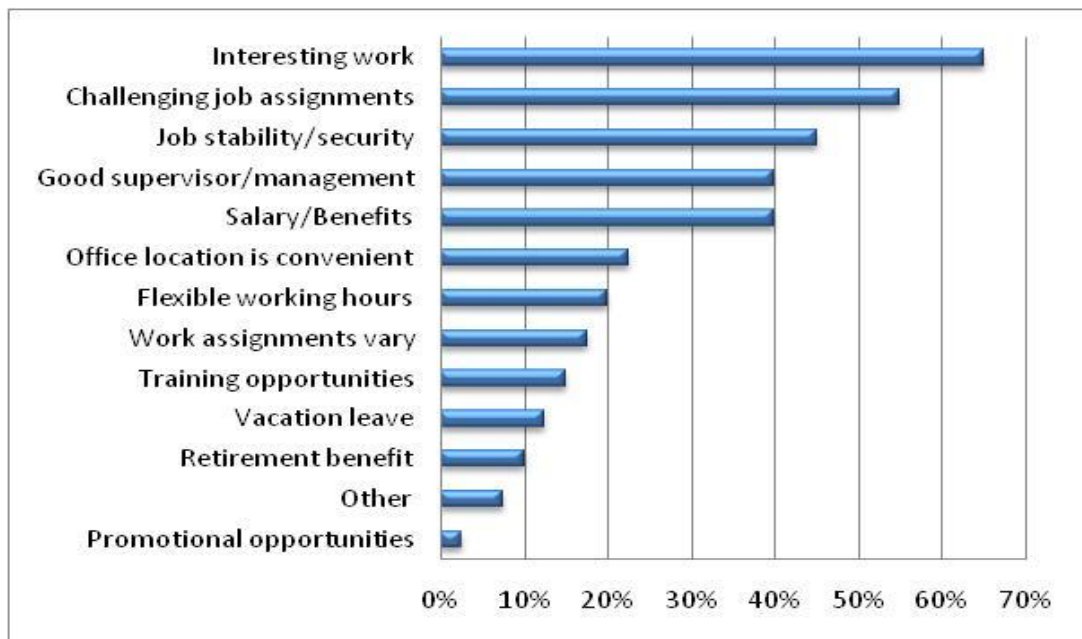


Figure 4.6: Reasons for Staying at Current Job

Source: Field data, (2012)

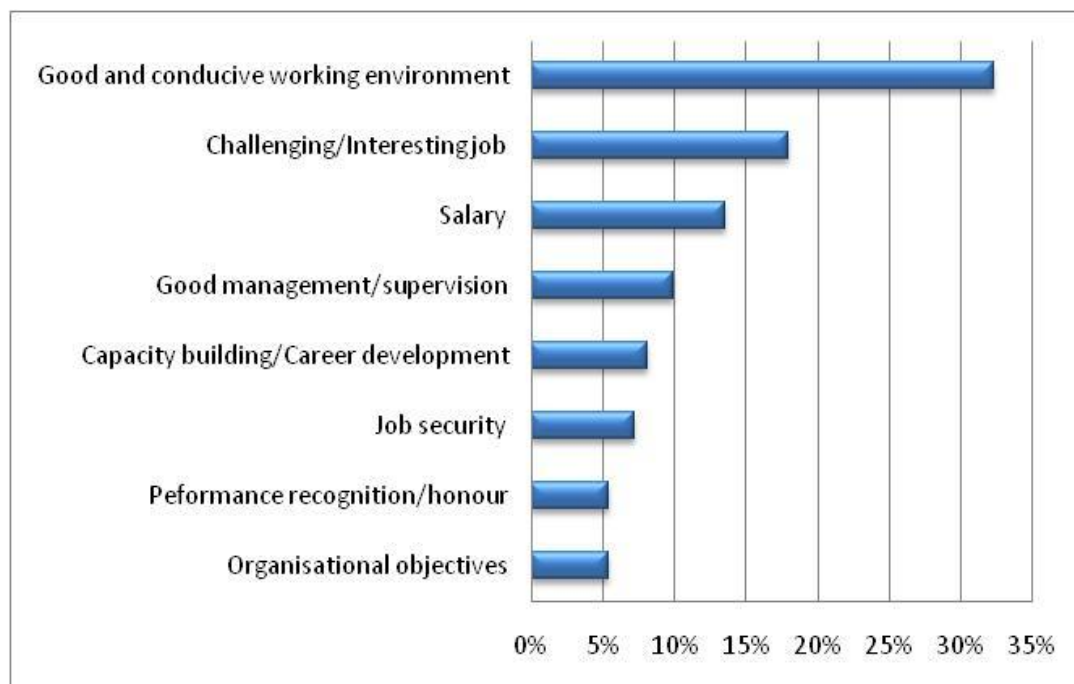


Figure 4.7: Going to Work Motivation

Source: Field data, (2012)

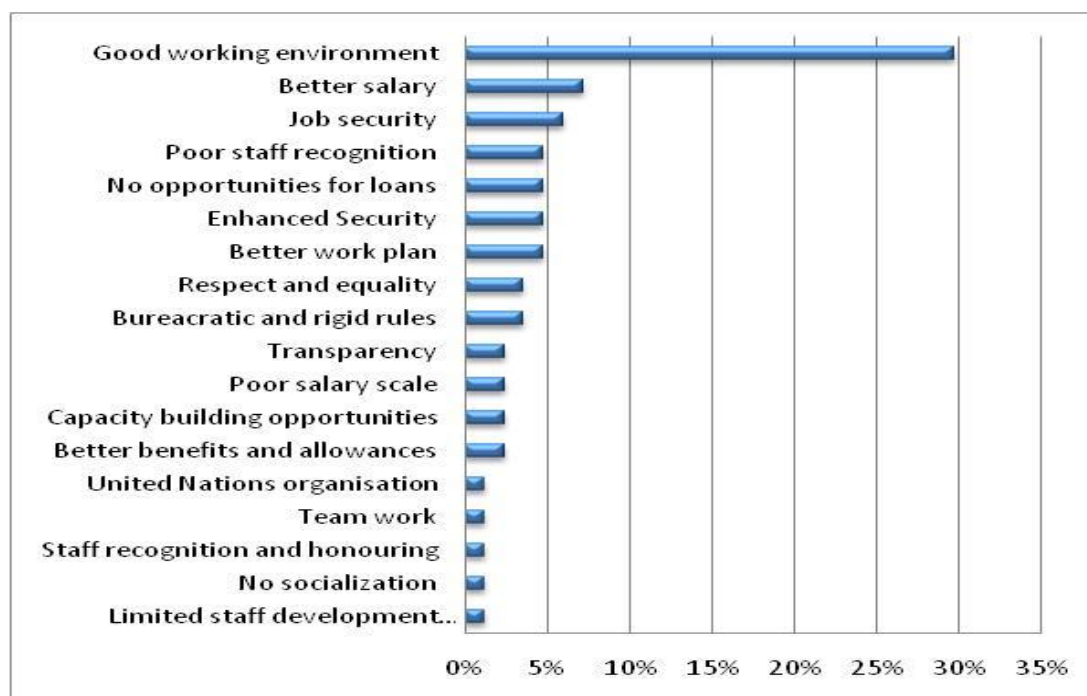


Figure 4.8: WFP Work Environment Difference

Source: Field data, (2012)

Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Employees may not find all their tasks interesting or rewarding, but you should show the employee how those tasks are essential to the overall processes that make the practice succeed (Syptak et al., 1999). Majority of the respondents (77.5%) rate their current workload as adequate, while 20% said it is inadequate and 2.5% said it is excessive. 90% were provided with an accurate job description of their current job responsibilities. Majority of the respondents (77%) said that they were satisfied with their position at WFP. This is illustrated in Figure 4.10. This corresponds well low small proportion (25%) of the employees who had contemplated job change last year. Staffs in the National Professional Officer category are more satisfied with their positions (83%) compared to staff in the National General Staff category (77%).

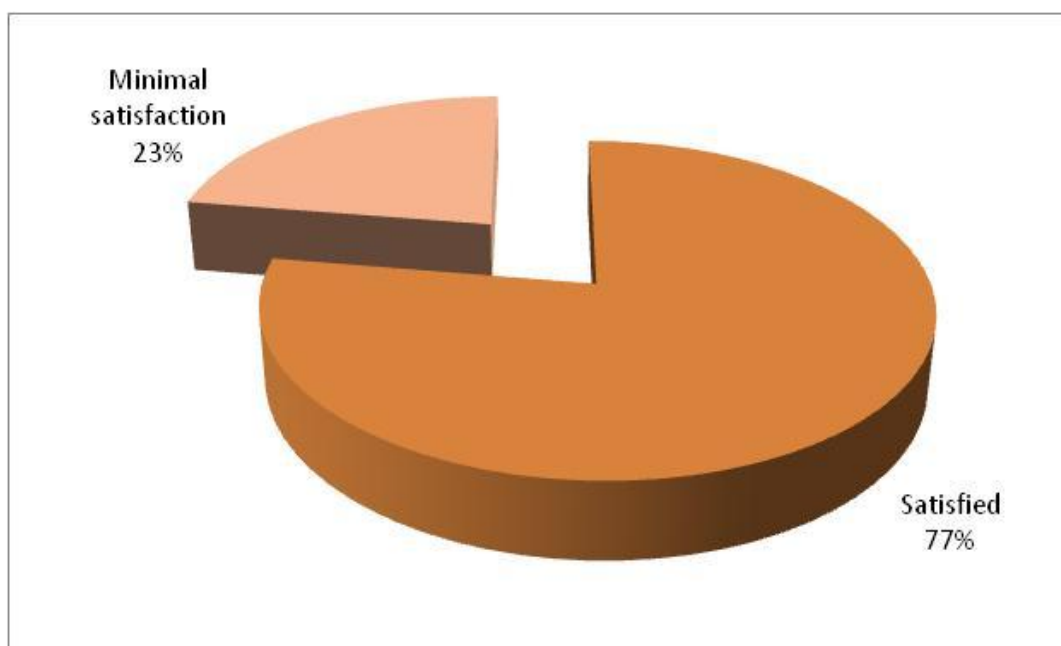


Figure 4.9: Satisfaction with Current Position at WFP

Source: Field data, (2012)

4.3.2 Job Security

Job security is one of the most influential means of motivating employees particularly in times of economic downturn. Employees' belief that they will not lose their jobs or they will be employed in the same organization as long as they want is a significant reason for motivation (Şenol, 2011). Job security did not top employees' list of aspects most important to their job satisfaction. Among issues that motivate staff to go work, job security ranked number six, cited by 7% of the respondents. On another note, proposed changes to improve working environment, job security ranked last with 7%.

4.3.3 Employee Training

Job-specific training helps to provide employees with the relevant skills that enable them to perform their duties efficiently. The immediate application of skills acquired through such training may boost employee confidence and productivity. Similar to career development, opportunities for job-specific training were also limited as only 40% said that their supervisors assist them with planning the essential training to help them perform their duties efficiently. Another 40% said this happens only sometimes and the remaining 20% said it never happens.

4.3.4 Proper Performance Feedback

It is important that supervisors set clear expectations and provide feedback about work performance to avoid any potential frustrations or issues with the staff (SHRM, 2011). Some 67.5% of the staff said their unit Head/Supervisor communicate their job performance expectation with them, 25% said it happens sometimes while 7.5%

said it never happens. Majority of the staff (60%) appreciated that they are applauded and encouraged by their supervisors when they perform a 'good job'. 37.5% said this happens only sometimes while 2.5% of the respondents said it never happens. WFP maintains staff performance evaluation twice a year, a mid-year review in July and End year review in December. This performance evaluation known as Performance and Competency Enhancement (PACE) is meant to continuously improve the performance of staff and team members, units and divisions within WFP, and an important part of the management process. Staff performance is closely linked to the performance of their team, their unit and of WFP as a whole. When asked about their last two performance reviews, 81.6% of the employees said their supervisors were objective and fair in their ratings while 18.4% said they were not. This corresponds well to the fact that 89.7% of the sampled employees who indicated that their supervisors have reasonable knowledge regarding all aspects of the staff members' job responsibilities.

4.3.5 Support to Staff Education and Development Initiatives

4.3.5.1 Career Development Opportunities

Career development is an opportunity for employees to continually participate in new, advanced or diverse activities that enhance their skills, knowledge and competencies, or impart them with new skills that enable them to take greater responsibilities and thus improve their status and earn more income. Opportunities for career development seemed low among employees as less than half (47.5%) of the interviewed staff said they were empowered by Unit/Supervisor to pursue opportunities for professional development. 32.5% said this happened sometimes and

20% said their supervisors do not empower them to pursue opportunities for professional development at all.

A quarter of the employees confirmed to have contemplated a job change in the past one year. The major reason for contemplating job change was opportunity for career development, cited by 46% of the respondents. Similarly, when asked to name improvements to be made to retain employees, majority (42%) cited capacity building as illustrated in Figure 4.10 & Figure 4.11. This demonstrates the importance employees attach career development to their job satisfaction.

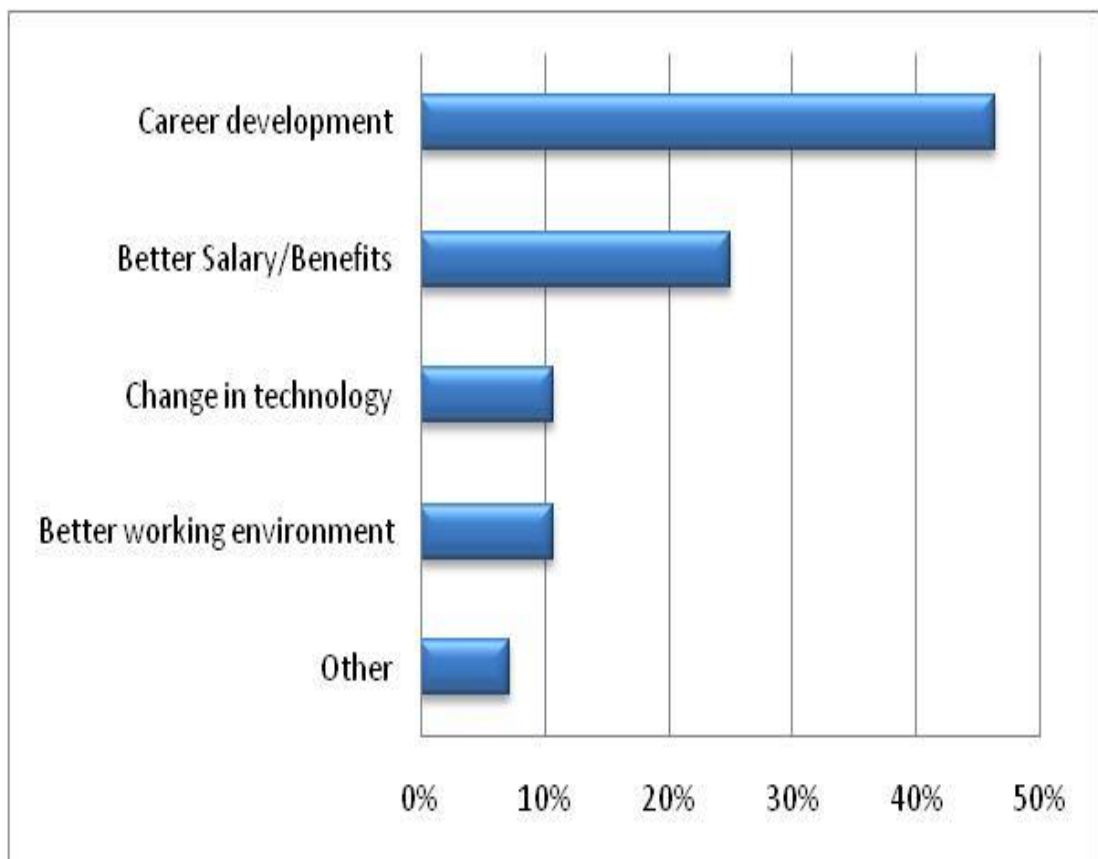


Figure 4.10: Reasons for Contemplating Job Change

Source: Field data, (2012)

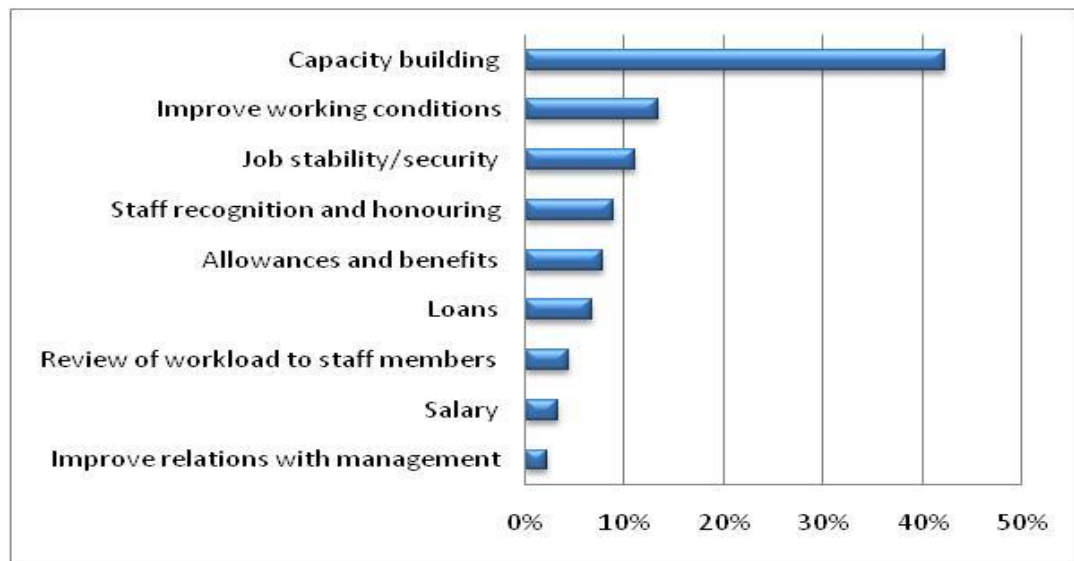


Figure 4.11: Employee Retention Improvement

Source: Field data, (2012)

Half of the respondents said WFP does efforts to retain qualified employees. They proposed different actions to improve employee retention including capacity building (42.2%), improving working condition (13.3%) and improving job stability/security (11.1%). Other actions are staff recognition and honoring (8.9%), allowance and benefits (7.8%), loans (6.7%), review of workload to staff members (4.4%), salary (3.3%) and improve relations with management (2.2%).

4.3.5.2 Promotion

Promotion is the advancement of an employee to a higher rank with more responsibilities. Having a fair promotion policy in the organization is an important factor increasing motivation (Şenol, 2011). Promotions provide opportunities for personal growth, more responsibilities and increased social status (Robbins, 1993). Job satisfaction is likely to be experienced by individuals who perceive promotional

opportunities to be fair (Robbins, 1993; Spector, 1997). Promotion was fairly important as a motivation factor among respondents. While a few of the employees (7.5%) said they do not enjoy going to work every day and perform their best, the major reason mentioned for not enjoying going to work was lack of promotion (30%). In addition, promotion opportunities ranked fourth same as ‘improve salary scale’ and ‘improve information sharing’ when employees were asked to propose ways to improve working environment.

4.3.6 Management

The relationship an employee has with his or her supervisor and the management at large is essential to the employee’s affiliation with the organization. It has been argued that many employee behaviors are largely a function of the way they are managed by their supervisors (SHRM, 2011). One of the components of a good relationship is effective communication. When there are open lines of communication (e.g., an open-door policy), supervisors can respond more effectively to the needs and problems of their employees. Good management/supervision ranked fourth among the reasons that encouraged employees to stay at current job (40%) and reasons that motivated staff to go to work (10%).

4.3.6.1 Relationship with Immediate Supervisor

Employee satisfaction increases when the immediate supervisor is understanding, friendly, offers praise for good performance, listens to employees’ opinions and shows personal interest in them (Robbins, 1993). Nearly three quarters of the interviewed employees (70%) were satisfied with their supervisors’ management style and rated it good. 25% said their supervisors’ management style is average and

5% rated it poor. Majority of the respondents (60%) said their supervisors take time to listen to their concerns and support reasonable suggestions while 40% said it happens sometimes.

4.3.7 Contribution of Work to the Organization's Objectives

Contributing to the organization's overall objectives can give employees a clearer sense of their role and significance, and relevance of their work to organization's objectives. It is also generally assumed that employees feel good about their jobs when they are using their skills and abilities to contribute to the organization to meet its objectives (SHRM, 2011). Majority of the interviewed staff (80%) said they were motivated to assist their Unit and the organization at large in meeting its objectives. 17.5% were somewhat motivated while 2.5% were not motivated. Among employee demographics, female employees and employees in the general staff category were more motivated to assist their units/organization in meeting its objectives than male employee and national officers respectively, as Figures 4.12 and 4.13 below illustrates.

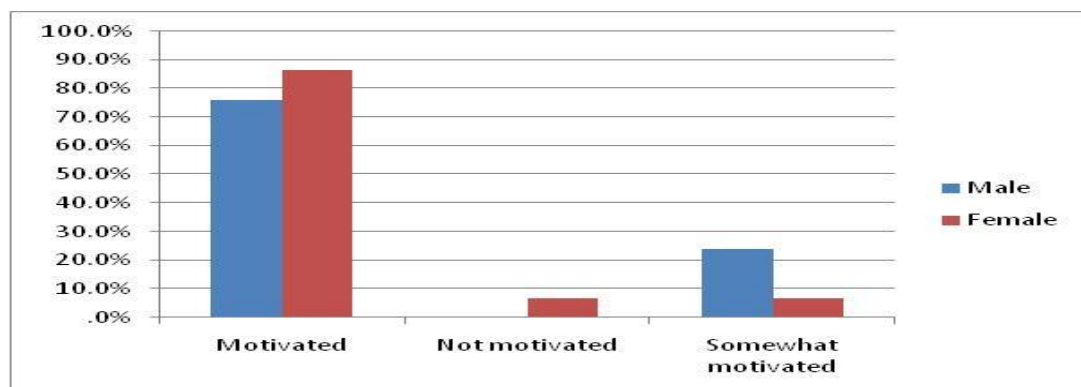


Figure 4.12: Motivation to Assist Work Unit and Organization to Meet its Objectives – by Sex.

Source: Field data, (2012)

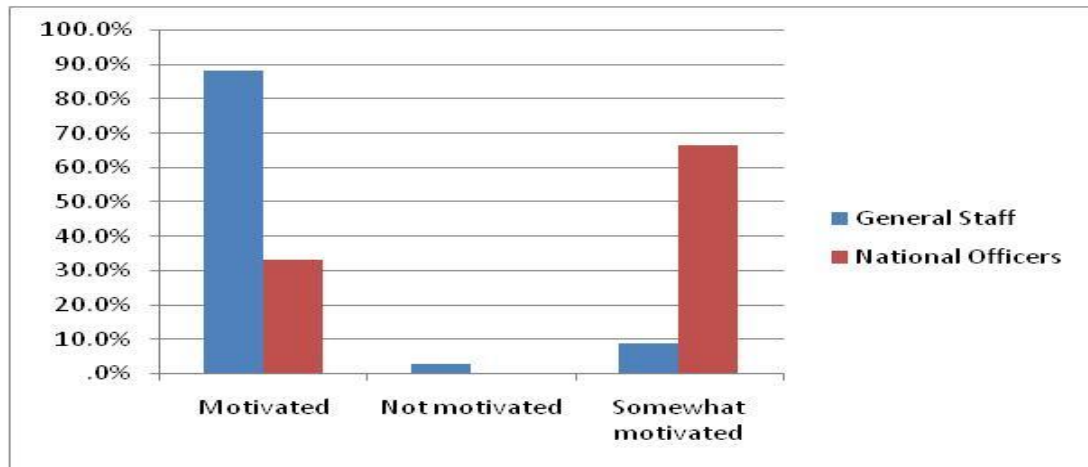


Figure 4.13: Level of Motivation to Assist Work Unit and Organization to Meet its Objectives – By Staff Category

Source: Field data, (2012)

4.4 Work Environment

Physical, biological and chemical risks in the workplace, work speed, working hours, employee empowerment, communication networks, job definitions, and information sharing and technological facilities are all important elements determining working conditions of a workplace (Pailhe, 2002). Because employees spend a fair amount of their time at work, employers should take steps to ensure the work environment is conducive for employees to be productive and satisfied at work. Slightly more than half of the employees (52.5%) said they have discussions with their Unit Head/Supervisor on ways to improve their workplace environment, while 42.5% said this happens sometimes. The remaining 5% said this never happens.

Work environment plays a major role in motivating employees to go to work than any other factor. While majority of the respondents (93%) enjoy going to work every day and performing at their best, the major motivating factor was good and conducive

working environment (32%). This was more important than salary, which ranked third as a motivating factor (14%), after challenging and interesting work (18%). General staff were more likely to enjoy going to work (94%) compared to national officers (83%).

4.4.1 Feeling Safe in the Work Environment

Employees expect their employers to take measures that ensure their safety while at work. Vast majority of employees (90) were generally highly satisfied with their level of safety in the workplace. Female employees feel safer in the workplace (100%) compared to male employees (84%), as did national officers (100%) compared with employees in the general staff category.

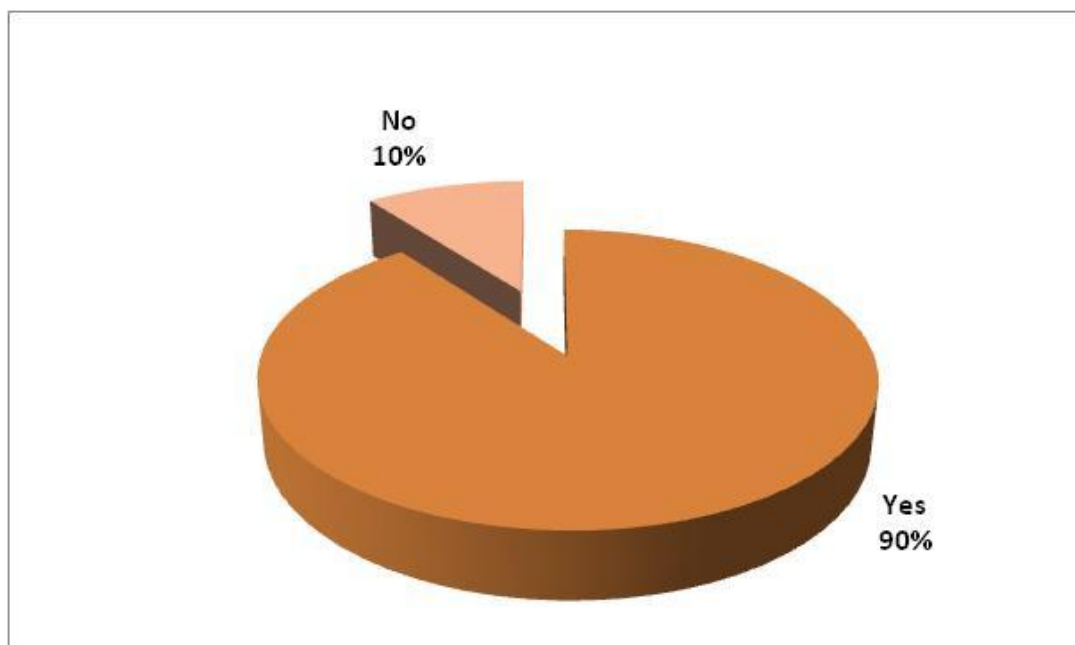


Figure 4.14: Work in Safe Environment

Source: Field data, (2012)



Figure 4.15: Work in Safe Environment by Sex

Source: Field data, (2012)

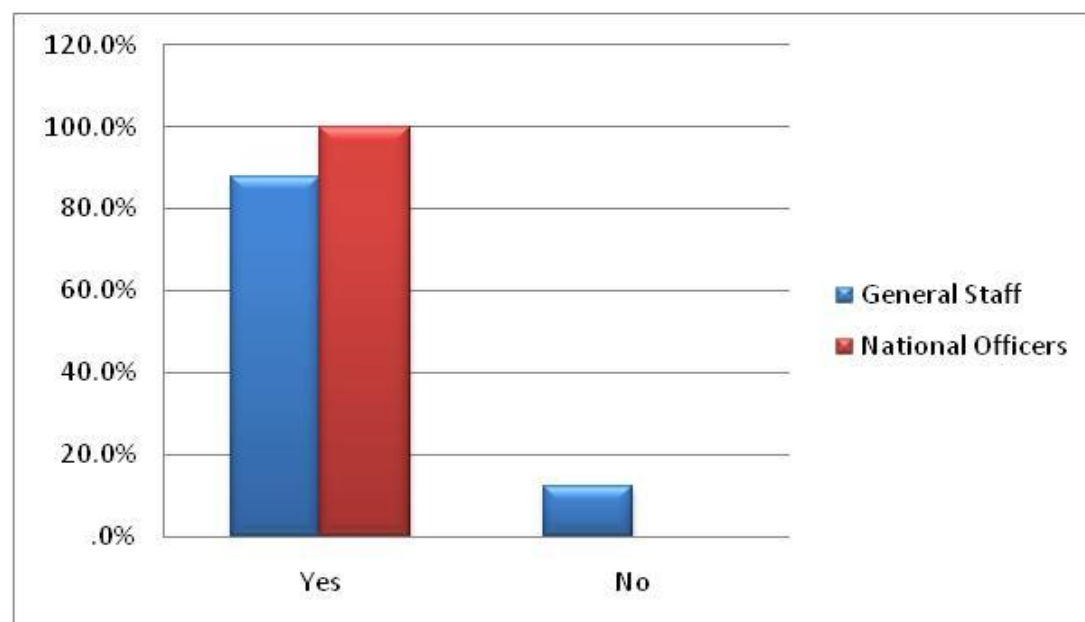


Figure 4.16: Work in Safe Environment – By Staff Category

Source: Field data, (2012)

All employees who participated in this research considered the work environment healthy. In addition, 77.5% said they work in a comfortable environment. Female respondents found the work place more comfortable (87%) compared to male employees (72%). On the other side, employees in the general staff category found the work place more comfortable (79%) compared to national officers (67%). Nearly, all respondents (95%) said they have necessary tools to perform their duties effectively. In addition, 82.5% reported to have necessary working space while 87.5% said they have necessary equipment required to perform their duties effectively.

4.5 Summary of Findings

The study investigating on the impact of motivation on employee's performance revealed that majority of employees enjoyed going to work and performing at their best and was generally motivated to assist their units and the organization to meet its objectives. In addition to that based on the study finding, summary of the findings for each objective are hereby specified.

4.5.1 Effects of Financial Oriented Factors on Employee's Performance in WFP

Good pay is the only financial motivational factor that plays a major role for staff to go to work. The study finding revealed a fairly low satisfaction on salaries scales among WFP staff. However, salary was not on top of the agenda among the factors that motivated staff to perform well. Despite that salary was ranked third among the reasons that motivate staff to go to work (14%) and ranked fourth among the reasons staff stay at their current job (49%). However, despite the ranking, it was the first

financial motivational factor to be mentioned in the list.

Also, better salary seemed more important among the reasons why employees contemplate for a job change. In addition to that, the issue of loan was raised repeatedly as one among the concerns to the employees. Loan was also ranked second among the proposed benefits to enhance staff morale. Likewise, loan was mentioned as one of the strategy to improve employees' retention. Given the current economic situation, employees' felt their salary was not enough they anticipated that provision of loans could play an important role in improving the socio economic status of employees.

4.5.2 Effects of Non-financial Oriented Factors on Employee's Performance of the WFP

Non financial factors played a major role to motivate staff to go to work such as good working environment, challenging job and good management by supervisors. Other non financial factors motivating staff include capacity building, job security, performance recognition and honor and organizational objectives. Furthermore, workload which was adequate with an accurate job description of their current job responsibilities motivated them. Likewise, capacity building and career development proved to contribute a lot towards employee satisfaction and retention.

The study results also revealed that work interesting followed by challenging job assignments, good management/supervision, work environment and promotion encouraged employees to stay at current job and motivated employees to go to work

and perform their best. On related note, most of the respondents were satisfied with their supervisors management style and others revealed that their supervisor take some time to listen to their concerns and support reasonable suggestions. As a result majority of the respondents were motivated to assist their work units in meeting its objectives.

4.5.3 Impacts of Working Environment on National Employee's Performance in the WFP

The study finding revealed that work environment plays a major role in motivating employs to go to work than any other factor. While majority of the respondents enjoy going to work every day and performing at their best, the major motivating factor was good and conducive working environment. All employees who participated in this research considered the work environment healthy. In addition, majority of the respondents said they work in a comfortable environment. Nearly, all respondents said they have necessary tools to perform their duties effectively. In addition, majority reported to have necessary working space and equipment required to perform their duties effectively.

4.6 Implication of Results

The study findings from objectives on the impact of motivation on the national employees' performance in WFP Tanzania have policy, industry and academic implications. These implications are hereby presented.

4.6.1 Implication to the Policy Makers

The study findings have the following implications to the policy makers in the field

of human resources in general. The study findings implies to the policy makers that they have to pay attention on improving both financial and non financial related incentives when formulating the organization policies. By so doing, employees will be motivated and hence perform to the highest standards for the benefit of both the organizations and their well-beings. Likewise, conducive and comfortable working environment and provision of adequate essential facilities should not be skipped. It should be given high consideration when formulating organization policies.

4.6.2 Implications to the WFP

Likewise, the study findings have implications to the industry which do have such human resources practices. The study findings imply to the organization that they must improve both financial and non financial related incentives to their employees. It also, should improve working environment to attract and retain good performing and qualified employees.

4.6.3 Implication to Academics

Finally, the study findings have implications to academicians as it adds value to the existing literature on the impact of motivation on the national employees' performance in the organizations. It will therefore make a good contribution to the existing knowledge on motivation and workers performance in organizations. Thus, academicians will use this document as a reference material in the coming future.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusion and recommendations. The presentation is based on the objectives of the study.

5.2 Conclusions

Several conclusions can be drawn from the salient results of the assessment. This study aimed at investigating the impact of motivation on the national employees' performance in WFP Tanzania. Specifically, the study sought to examine the extent to which financial oriented factors motivates employees performance in WFP Country Office, investigate the immediate non financial oriented factors that affect employees performance of the WFP Country Office and evaluate WFP working environment and its impact on employee's performance in the Country Office.

The study finding revealed that majority of the employees involved in the study enjoy going to work and performing at their best and are generally motivated to assist their units and the organization to meet its objectives. Non financial factors that play a major role as a motivation for staff to go to work is good working environment, challenging job and good management by supervisors. Other non financial factors motivating staff to go to work though at lower percentage include capacity building, job security, performance recognition and honour and organizational objectives. Good pay is the only financial motivational factor that plays a major role for staff to go to work.

Majority of the respondents consider their current workload as adequate and confirmed that they were provided with an accurate job description of their current job responsibilities. Also, majority of the respondents said that they were satisfied with their position at WFP.

Capacity building and career development contribute a lot towards employee satisfaction and retention. Opportunities for career development seem limited within the organization, as less than half of the respondents are empowered by their supervisors to pursue opportunities for professional development. The findings of the study also revealed that job-specific training were limited in WFP, only 40% of the respondents said that their supervisor assist them with planning of the essential training which will help them to perform their duties effectively. Also, a quarter of the respondents had contemplated a job change mainly for career development reasons. Similarly, the major employee retention improvement proposed by employees is capacity building.

The study results also revealed that majority of employees indicated that they stay at current job because they find the work interesting followed by challenging job assignments. Similarly, challenging and interesting work ranked second among the reasons that motivate staff to go to work after good and conducive working environment. Performance recognition and honor is essential to enhance employee morale. The findings of the study revealed that majority of the respondents appreciated that they are applauded by their supervisor. Likewise, majority of the respondents said their supervisors were objective and fair in rating their performance

in the performance appraisal. This corresponds with the findings which revealed by majority of the respondents that their supervisors have reasonable knowledge regarding all aspects of staff member's job responsibilities.

The common employee performance recognition arrangement within WFP is safe driving bonus provided to their drivers on annual basis if they were free from accident. Majority of the respondents were not sure if this is effective or not. This might have been attributed by the fact that only drivers were benefiting from this arrangement. WFP Drivers constitute only 20% of the WFP Tanzania employees. Proposed improvement suggested to the drivers bonus included increasing the level of bonus, timely payment of bonus and paying the same amount to eligible drivers.

Also, WFP provides long service award to the employees who served WFP continuously for 10 years and 25 years by giving silver pin and gold pin respectively. When respondents were asked how effective this arrangement is, more than half were not sure if it was effective and suggested that cash payment, awarding certificate and promoting long serving employees could be more rewarding than providing pins.

In addition, WFP provides increase in base pay once in a year to the employees' who performed well their duties for the whole year. The increment ranged from 3% to 5%. Respondents highlighted that the level of increase have little economic impact on the employees. However, this arrangement might have an affective impact in encouraging staff to perform their job well.

The study results also revealed that good management/supervision encouraged employees to stay at current job and motivated employees to go to work and perform their best. On related note, most of the respondents were satisfied with their supervisors management style and others revealed that their supervisor take some time to listen to their concerns and support reasonable suggestions. As a result majority of the respondents were motivated to assist their work units in meeting its objectives.

The study further revealed that work environment plays a major role in motivating employees to go to work than any other factor. Majority of the respondents enjoy going to work everyday and performing at their best due to good and conducive working environment. All employees who participated in the study considered the work environment health and comfortable. Likewise, nearly all respondents said they had necessary tools to perform their duties effectively and have enough working space.

Promotion was fairly important factor among respondents. The study results revealed that those who do not enjoy going to work every day and perform their best due to lack of promotion opportunities. Likewise, promotion opportunities were ranked slightly high when employees were asked to propose ways to improve working environment. Also, job security was not on top of the list of the most important aspects to employees' job satisfaction. Similarly, job security was the least of the proposed changes to improve the working environment.

The results further revealed that slightly less than a half or the respondents were not

satisfied with their salary and the rest were satisfied with their salary. Salary was not on top of the agenda among factors that motivated staff. However, better salary seemed more important among the reasons that triggered staff to contemplate for a job change. While money is not the primary motivator for everyone, good salary may attract employees for a job change. On a different note, the study revealed that WFP does not support their national employees to get loans from available institutions. WFP stopped being staff guarantor following the abuse of some staff in the past years.

In general, the study revealed that employees were generally satisfied with their jobs with 77.5% “satisfied” and 22.5% “minimal satisfaction.” Conducive working environment, adequate working tools/equipments, performance recognition/honor, challenging job and good working relationships are among issues which contributed to that satisfaction. However, the study revealed that, limited career development opportunities, nonexistence of loan & promotion, insufficient health benefits coverage, limited trainings and minimal salary increase in base pay contributed to the minimal satisfaction.

5.3 Recommendations

Based on the findings, discussions and analysis, the researcher came up with various recommendations to increase staff morale, boost motivation and improve employee performance. Proposed recommendations were categorized into two areas; WFP specific and general recommendations.

5.3.1 Recommendations to World Food Programme

1. Management and Human Resources Department should encourage employees to provide suggestions and concerns without fear of retaliation, using different methods such as employee attitude surveys, focus groups and suggestion boxes. This will help to quickly identify issues affecting staff motivation to improve employees' performance.
2. WFP should identify available skills of their employees and utilize them during the time of uncertainty. WFP should also internal and external capacity building considering departmental requirements and organizational needs to increase employees' motivation, improve productivity and chances of retaining the best talent and improve employee retention. On related note, in order for employees to grow and develop WFP should encourage staff to take advantage of online training through Learning Management System, which is more cost-effective than face-to face training such as seminars or workshops. That will enable employees to be trained at their desks without incurring travel-related costs of professional development.
3. WFP's Organization Culture and Norms should also be strengthened considering work life balance.
4. While Staff appreciates the Within Grade Increment which is performance based, WFP should review and identify strategies for the possibility of promoting staff to the higher grade considering years of service in the same grade.

5.3.2 General Recommendations

1. Team building should be a constant goal to cement good working relationship

and boost employees' motivation and as a result improve productivity.

2. Good working environment and provision of adequate facilities should be enhanced to meet the growing technology, motivate employees to go to work and perform their duties effectively.
3. Terms of Reference and Job description should be specific and adhered to. This would also help staff to know their specific responsibilities and avoid interference of duties among staff working in the same unit or department.

5.4 Suggestion for Further Study

The study investigated the impact of motivation on the national employees' performance in WFP Tanzania. The WFP is one of the United Nations agencies among many others UN agencies in Tanzania. Therefore, the researcher recommends that further study should be done on other United Nations agencies based in Tanzania to make comparisons on how motivation affects employee's performance. Likewise, other scholars should investigate impacts of motivation on employees' performance to non United Nations organizations to make a comparative analysis of their findings.

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APPENDICES

APPENDIX I: QUESTIONNAIRES

A. GENERAL INFORMATION			
A1	Age	Age in years: _ _	
A2	Sex (<i>Circle one</i>)	1 = Male	2 = Female
A3	Which unit do you work in? (<i>Circle one</i>)	1 = Admin	4 = Programme
		2 = Finance	5 = Logistics
		3 = HR	6 = ICT
A4	What is your position grade? (<i>Circle one</i>)	1 = G1	6 = G6
		2 = G2	7 = G7
		3 = G3	8 = NOA
		4 = G4	9 = NOB
		5 = G5	10 = NOC
A5	How long have you worked for WFP? (<i>Circle one</i>)	1 = Just started	4 = 6 to 10 years
		2 = Less than 1 year	5 = 11 to 15 years
		3 = 1 to 5 years	6 = More than 15 years
A6	How long have you worked in your current Unit/Position? (<i>Circle one</i>)	1 = Just started	4 = 6 to 10 years
		2 = Less than 1 year	5 = 11 to 15 years
		3 = 1 to 5 years	6 = More than 15 years
B. NON FINANCIAL ORIENTED AND OTHER FACTORS			
B.1 JOB SATISFACTION			
B.1.1	From a professional perspective, how satisfied are you with your position at WFP? (<i>Circle one</i>)	1 = Satisfied	
		2 = Dissatisfied	
		3 = Minimal Satisfaction	
B.1.2	As a WFP employee, do you feel that you receive sufficient and appropriate on-the-job performance recognition? (<i>Circle one</i>)	a) Always	
		b) Never	
		c) Sometimes	

B.1.3	Do you enjoy going to work every day and performing at your best?	1 = Yes <i>If yes go to B.1.3.1</i>	2 = No <i>If no go to B.1.3.2</i>	
B.1.3.1	If your response is 'YES', please list three (3) reasons for your motivation.			
1.				
2.				
3.				
B.1.3.2	If your response is 'NO', please list three (3) reasons for your dissatisfaction.			
1.				
2.				
3.				
B.1.4	How motivated are you to assist your Unit and the organization at large in meeting its objectives? (Circle one)	1 = Motivated		
		2 = Not motivated		
		3 = Somewhat motivated		
B.1.4.1	If your response is 'NOT MOTIVATED', please list three (3) reasons for your dissatisfaction.			
1.				
2.				
3.				
B.1.5	What are the reasons that you stay at your present job? (Circle all that apply)	1 = Challenging job assignments	8 = Office location is convenient	
		2 = Salary/Benefits	9 = Retirement benefit	
		3 = Job stability/security	10 = Work assignments vary	
		4 = Interesting work	11 = Training opportunities	
		5 = Flexible working hours	12 = Promotional opportunities	
		6 = Good supervisor/management	13 = Other (<i>specify</i>)	
		7 = Vacation leave		
B.1.6	Are you empowered by your Unit/Supervisor to pursue opportunities for your professional development? (Circle one)	1 = Yes	2 = No	3 = Sometimes

B.1.7	Have you contemplated a job change from your current position in the last twelve (12) months?	1 = Yes <i>If yes go to B.17.1</i>	2 = No <i>If no go to B.1.8</i>	
B.1.7.1	If your response is 'YES', please list three (3) reasons for such a move.			
1.				
2.				
3.				
B.1.8	Based on your observations, do you think that efforts are being made by WFP to retain qualified employees?	1 = Yes	2 = No	3 = Sometimes
B.1.9	What would be the three (3) greatest things your employer could do to improve employee retention?			
1.				
2.				
3.				
B.1.10	How would you rate your current workload? (Circle one)	1 = Adequate	2 = Inadequate	2 = Excessive
B.2. SUPERVISOR RELATIONS				
B.2.1	Are you applauded and encouraged by your supervisor when you perform a 'good job'? (Circle one)	1 = Yes	2 = No	3 = Sometimes
B.2.2	How would you rate the management style of your current supervisor? (Circle one)	1 = Good	2 = Poor	3. Average
B.2.3	Does your unit Head/Supervisor communicate your job performance expectation with you? (Circle one)	1 = Yes	2 = No	3 = Sometimes
B.2.4	Does your supervisor take time to listen to your concerns and support reasonable suggestions? (Circle one)	1 = Yes	2 = No	3 = Sometimes

B.2.5	Does your supervisor assist you with planning the essential training to help you perform your duties efficiently? (Circle one)		1 = Yes	2 = No	3 = Sometimes
B.2.6	Based on your observations, does your supervisor have reasonable knowledge regarding all aspects of your job responsibilities? (Circle one)		1 = Yes		2 = No
B.2.7	Were you provided with an accurate job description of your current responsibilities? (Circle one)		1 = Yes		2 = No
B.2.8	Based on your last two (2) Performance Reviews, in your professional judgment would you say that your supervisor was objective and fair in your ratings. (Circle one)		1 = Yes		2 = No
B.3 STAFF RECOGNITION					
B.3.1	Does WFP have any staff performance recognition arrangement?		1 = Yes <i>If yes go to B.3.1.1</i>	2 = No	
B.3.1.1	(If the answer is 'YES, how often?') (Circle one)	1 = Monthly	2 = Quarterly	3 = Annually	4 = Other _____ _____
B.3.2	Do you think that the current cash bonus (safe driving bonus) arrangement is effective?		1 = Yes	2 = No <i>If no go to B.3.2.1</i>	3 = Not Sure
B.3.2.1	(If the answer is 'NO', what 3 changes/levels would you like to see implemented?)				
1.					
2.					
3					
B.3.3	Do you think that the current Long Service Award arrangement is effective?		1 = Yes	2 = No <i>If no go to B.3.3..1</i>	3 = Not Sure

B.3.3.1	(If the answer is 'NO', what 3 changes/levels would you like to see implemented?)		
1.			
2.			
3.			
B.3.4	What kinds of awards/incentives would you like to receive from Long Service Award?		
	(Circle only one)	1= Cash	
		2= Standard Glass/Crystal Awards	
		3=Functional Awards	
		4=Novelty Items	
		5=Certificates	
		6= Pins	
		7=Other - (Specify) _____	
C. FINANCIAL ORIENTED			
C.1 PAY AND BENEFITS			
C.1.1	Are you satisfied with your current salary?	1 = Yes	2 = No
C.1.2	Are you satisfied with your health benefits?	1 = Yes	2 = No
C.1.3	What would be the three (3) greatest additional employee benefits WFP could implement that would assist in morale enhancement?		
1			
2			
3			
D. WORKING ENVIRONMENT AND ITS IMPACT TO EMPLOYEE PERFORMANCE			
D.1 WORKING ENVIRONMENT			
D.1.1	Do you work in a safe, healthy and comfortable environment? (Mark 'Y' for Yes or 'N' for No as appropriate)		

1	_____ Safe			
2.	_____ Healthy			
3	_____ Comfortable			
D.1.2	Do you have the necessary tools, adequate working space and appropriate equipment to perform your duties effectively? (Mark 'Y' or 'N' as appropriate)			
1.	_____ Tools			
2.	_____ Working Space			
3.	_____ Equipments			
D1.3	Do you have discussions with your Unit Head/Supervisor on ways to improve your workplace environment?	1 = Yes	2 = No	3 = Sometimes
D.1.4	What do you consider to be the major three differences in the WFP work environment compared to other local organizations?			
1.				
2.				
3.				
D.1.5	Give at least 2 recommendations to improve more WFP working environment			
1.				
2.				

Thanking you in advance for your invaluable inputs and support.

APPENDIX II: INTERVIEW GUIDING QUESTIONS

1. Mention different kinds of financial incentives given to employees to motivate them so as to improve their performance in WFP country offices.
2. What are the criteria being used to award financial incentives to the employees of the WFP?
3. How often are the financial incentives being offered to WFP employees?
4. What do you think could be the impact of financial incentives in improving employees' performance in WFP?
5. Mention at least five (5) non financial incentives offered to its employees for the purpose of improving their performance.
6. What are the criteria being used to award non financial incentives to WFP employees?
7. How often non financial incentives being offered to the employees of the WFP?
8. What do you think to be the impact of non financial incentives in improving employees' performance in WFP?
9. How does working environment influence employee's performance in the WFP country office?
10. Mention what constitutes working environment of WFP in Tanzania country office?
11. How does the working environment of WFP differ from that of the local organizations?

-End -