**AN ASSESSMENT OF IMPACT OF MOTIVATION ON EMPLOYEE PERFORMANCE: THE CASE OF LINDI REGINAL COMMISSIONER HEAD OFFICE**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT FOR THE REQUIREMENT FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2O15**

# CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance a dissertation entitled “Assessment of Employee Motivation toward job Performance the Case of Regional Commissioners Head Office Lindi” in partial fulfillment of the requirement for the award of the degree of master in Human resource management of open university of Tanzania.

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……………………………….

Signature

…………………………

Date

# DEDICATION

This dissertation is dedicated to my beloved sisters Swaumu Hassan and Zainab Hassan they have been tolerant and supportive during all time of my study. This dedication is also extended to my lovely wife Hajjat Milanzi for her encouragement, tolerance and support during my study.

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# ABSTRACT

The study investigates the Employee Motivation on job Performance of selected Regional Commissioners’ Office Lindi Region 100 respondents selected from Lindi Regional Commissioners’ Office. The population of the study was 100 workers from sections and units of this organization. The study used descriptive statistics (frequencies, and percentages) to answer three research questions posed for the study the result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic and instinct motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. It is recommended that all firms should adopt extrinsic and intrinsic incentive in their various firms to increase employee performance. On the bases of these findings, employers are continually challenged to develop good motivation polices on pay policies, etc good working condition, promotion, training, rewards, meals allowances, and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that further research should be conducted on the relationship and influence of motivation ,rewards on workers performance in the districts lever which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system. The same research can be conducted in the private organization which will give us the real picture of motivation impacts and it’s distinguished features.

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**ABBREVIATIONS**

HR Human resource

TAZARA Tanzania Zambia Railways

WB World Bank

TRAWU Tanzania Railways Authority Workers Union

TUCTA Trade Union Congress of Tanzania

TAMISEMI Tawala za Mikoa na Serikali Za Mitaa

MHRM Masters of Human Resource Management

ICT Information Communication Technology

TEHAMA Tekinolojia ya Habari na Mawasiliano

SPSS Statistical package for social science

# CHAPTER ONE

# 1.0 INTRODUCTION

## 1.1 Background of the Study

Each and every employee needs to be motivated constantly throughout his stay in the Organization. An employee needs to be encouraged to put his best for the organization. He needs to be made comfortable to put all his efforts and achieve both organizational and personal goal. Thus it has become very essential to implement various HR policies which support every employee and make them feel valuable. Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover. This Paper deals with the detail study of employee motivation practices toward job performance. Motivational techniques are beneficial and how it has helped employees both personally and professionally. It will also help to find the amount of employee satisfaction and its direct impact on their performance.

People in Aid (2007), argues that financial incentives are no longer enough to motivate employees. As a result, several organizations are focusing on non-financial incentives to enhance employee motivation. However, various studies conducted in this area have mainly focused on developed countries in the West (see for example Yany and Yany, 2008). This study focuses on developing countries mainly Tanzania to determine the motivation practices toward job performance

## 1.2 Lindi Context

Lindi Region originated in 1971, this region is located along the coast the Region has total population of 864,662 male are 414507 and female 450,145 this is according to sense of 2012.The region is found southern of Tanzania the Region has five districts which are Kilwa,liwale, Rwangwa, Nachinwea, Lindi town. Also region has 6 councils which are Lindi, Kilwa, Nachingwea, Liwale, Ruangwa .and Lindi municipal itself. The main economic activities of this Region is agricultures, fishing, trade, tourism, mining activities, The region is bordering the Indian Ocean on the east side, on the south side lindi is bordering Mtwara Region, while on the north side Lindi is bordered with Coast Region and lastly but not the least on the Westside Lindi is bordered with Ruvuma and Morogoro Region. The Region is located in southern of equator between latitude 7 55 and 10 longitude 36 55 and 40 East of Greenwich, The total km 67,000 and the quarter of the area sq m 18,000 is covered by Serous Game Reserve.

Wright (2001) state that public workers are argued to have a reputation been lazy and sluggish In many governments institution in Tanzania there has been reported increase level of poor performance of employee, absenteeism and demonstration for example The National Examination Council of Tanzania reported that in 2010 national form 1V examination of the 458,114 candidates sat for the examination 38% scored division Zero. This is because public employee (teachers) face problems of lack of morale, poor working environment, and lack of working tools, and poor houses for employee, poor salaries, no allowances, transport problems of transport especial in the countryside to teachers in most of public schools.

Also the World Bank(WB) (2010) reports that most public employees particularly (teachers) in developing countries sub-Saharan African are exposed to harsh professional environment the study concluded that most teachers find poor working condition, The working conditions of most teachers are unsatisfactory and for many are intolerable. The availability of reasonable quality and appropriate teaching facilities within schools is a key issue for nearly all teachers. There are various underlying factors that affect teachers working condition in this section three main factors namely teaching workload, I service training, and promotion.

Employment and labor relation Act of 2004 section 6 provide employees entitlements like meals allowances, night allowances, severance pay, paid leave. Also public service standing order 2009 section D 51 to 55 provide provision for employee promotion and its regulation and section G 1 to G 9 provide provision for employee training and its rules. While section J1 to J26 provide provision of transport and travelling. Therefore we expected these regulations would help employers to satisfying their employees by maintain sustainable motivations to their staff but evidence shows that many employers in Tanzania and Africa do not implement these regulations as instructed as results majority of employees loose morale to work because of lack of motivation

## 1.3 Statement of the Problem

Kothari, in (1990) define research problem, in general, refers to some difficulty which a researcher experiences in the context of either a theoretical or practical situation and wants to obtain a solution for the same. Usually we say that a research problem does exist if the following conditions are met with individual, groups, or organization. Muogbo (2013) conducted study to investigate the Impact of Employee Motivation on Organizational Performance of 17 selected manufacturing firms in Anambra State.

The population of the study was 120. The study used descriptive statistics to answer three research questions posed for the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity.

Nevertheless despite the relevant of the study to test the impact of motivation and organization performance. This means that the result cannot generalized to all countries in the world also the findings cannot be generalized owing to economical social and culture difference. Malik, and Ghafoor, (2011) conduct a research by taking sample size 103 employees of Telecommunication companies and different banks of Punjab and discuss about employee motivation, employee performance and organizational effectiveness. The result shows that motivated employees are more productive as compared to de-motivated employees.

There is positive relationship between organization effectiveness, employee motivation, and employee performance but not more strong relationship between them. Happy employees are more productive rather than productive employees are happier. Despite the relevant of the study still we can have different result if we conduct the same study at different location. Since the study was done in the Telecommunication Company and banks of Punjab my study will take place at Lindi Region Commissioners’ Office

## 1.4 Objectives of the Study

The general objective of the study is to assess the place of motivation in increasing job performance in a Regional Commissioners Office. While the specific objectives are:

1. To examine the effect of motivation on employee performance
2. To determine the factors that increase motivation of employees in an organization
3. To examine the relationship between motivation and performance

## 1.5 Research Questions

1. How does motivation affect employee performance?
2. How motivational tools affect performance of employee?
3. Does motivation have any relationship with employee performance?

## 1.6 Significance of the Study

1. The study will develop the foundation for basis to modify or improve some government polices especially on employees motivation to match with current social economical and political Environment in Tanzania
2. The study has special significance in solving operational and planning problems concerning employees in Lindi regional commissioner office but also Tanzania in general.
3. It will help to generate knowledge which will be used as reference to Improve performance of employee.aim of this study will give insight human resource manager On design human resource practice that could boost motivation of workers in Lindi regional commissioner’s office hence improve performance of employee?
4. However the study will be useful to establish the most significant technical in analyzing of the management contribution to employee performance that stimulated by motives in the organizations, as it will highlight the major problems of both side employee and employer in the organization and suggest ways of solving this problem in a more sustainable way. Also it will be useful to give the Long term solutions to alleviate the crisis in organization that caused by imbalance management

##

## 1.7 Limitation of the Study

While conduct this study I came across number of challenges like time limit, also budget restriction, and lack of cooperation to some employee in responding questionnaires because some of employees wanted to be paid first so that they can respond to my questionnaire’s but finally I thanks god the work is complete.

## 1.8 Organization of the Dissertation

The remain section of the research will contain chapter two which will highlights on literature review, conceptual definition, conceptual framework and variables identified. Chapter three of research methodology contain research strategies, area of the study, study population sampling techniques, variables and measurement procedure, method of data collection, data analysis processing, validity, reliability, and ethnicity of the data research, expected result of the study, estimated budget of the study, and timetable of the study, Chapter four will contain data analysis and presentation, data cleaning, And final chapter five will contain findings, conclusion, recommendations suggestion for further study, reference, time table of the study and questionnaires used.

**CHAPTER TWO**

## 2.0 LITERATURE REVIEW

## 2.1 Introduction

The objective of this section is to review the relevant published material relating to the study. According to Saunders, Lewis and Thorn hill (1997; 39) the main purpose of a review is to assist in developing a good understanding and insight into relevant previous research and the trends that have emerged. This would assist the study to compare the current situation with the postulations in the theoretical framework.

## 2.2 Conceptual Definitions

## 2.2.1 Assessment

Means to evaluate or estimate the nature, value or quality of something (oxford dictionary 10edt)

## 2.2.2 Motivation

Armstrong (2009) defines motivation as the strength and direction of behavior and the factors that influence performance behave in certain ways. The term ‘motivation’ can refer variously to the goals individuals have, the ways in which individuals chose their goals and the ways in which others try to change their behavior action

Armstrong went on explain that **motivation** is goal directed behavior or people are motivated when they expect that the course of action is likely to lead to the attainment of a goal and valued reward –one that satisfies their needs and wants. However he cited Arnold et al (1991) to cement its definition by giving three components which makes successful individual motivation which are direction effort and persistence.

Also (2009:317) Armstrong believe that motivation aimed to direct man power to achieve personal goal and what the organization want to meet there for motivation is linked to influence working performance in production or provision of services. Steers et al (2010:293) define motivation as stimulus which energizes, direct, and sustain, human behavior in the work place moreover they recognize the mutual relationship between the motivation and good performance of employee by saying “without a highly motivated workforce that uses its brains, and just its backs competitive advantage become highly problematic.

Mboya (2013) definesmotivation as the amount of energy (physical and mental) an individual uses in performing a task. Moreover he went on saying that individual employee may be motivated either based on individual factors (e.g. recognition, driving need) or organization factors (e.g. enabling culture, feedback environment existence of an effective performance management system leadership support and encouragement) etc

## 2.2.3 De-Motivation

Has been defined by BSBS (2010) that demotivated employee is person who once was motivated but as time goes and because of internal and external negative factors or influence he loose motivation.

## 2.2.4 Job Performance

WFI (2013) define job performance as a work related activities expected of an employee and how well those activities well executed .additionally Hose (2013) advance a mining by analyzing aspect in job performance which will be accounted are leadership skills time management organization skills and productivity. Bullock (2013) drawn ideas from Motowidlo Bormann and Schmidt (1997) define job performance in evaluative way where he defines as the overall expected value from employee behavior carried out over the course of a set of time. Mboya again (2013) define job performance is the net effect of an employee effort as modified by abilities and role or task perceptions

## 2.2.5 Employee

A person employed for wages or salary (oxford dictionary 10edt)

# 2.3 Theoretical Framework

Creswell (2003) said that in this section the researcher focuses on extant theory that relate to the problem under study he motivational theories included in this research are linked to motivation to find out what their possible influence could be on those two constructs. the motivational theories that are relevant for this research work are the equity theory by (Adams, 1963). Expectancy theory (vroom, 1964), goal setting theory (Locke, 1968).

One thing that is common for humans is to compare themselves to others. One theory that comes forth from this evaluating of one’s-self and each other is equity theory. Carrel and dittrich (2008) depict that most theorists discussing the equity theory posit three primary points. First, employees perceive a fair return for what they contribute to their job. Second, employees run some kind of social comparison with others and what their compensation should be with their colleagues. Last each employee that perceives himself to be in an inequitable situation will try to decrease this inequity. Robbins (2003) and Adams (1963; 1965, in harder, 1991) explain that the equity theory is a theory that centre’s on perceived fairness of an individual. an employee reflects on how much effort he has expended and compares this to what he has got from it.

After this individual evaluation of his input-output ratio, he will compare his ratio to the input-output ratios of others, especially the direct peers. If the employee considers his input-output ratio to be equal to ratios of other relevant employees, a state of equity exists. The employee will have a feeling that he is treated fairly. In this situation of equity, the person is seemingly content and will not act to imbalance the condition (cosier and Dalton, 1983). Naturally, when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequity.

There are three types of equity namely external, internal, employee equity (konopaske and Werner, 2002). External equity arises when employee use comparisons to others who have the same job but work in different organizations. Internal equity occurs when employees compare themselves to others who have different job but work in the same organization. Employee equity exists when an employee compares himself to other employees who occupy the same job within the same organization. The equity theory is concluded for the study because it is interesting to see how employees compare themselves to each other. These comparisons can lead to job turnover when some employees perceive not to be treated fairly. Important is that equity theory shows that beliefs, perceptions, and attitudes influence motivation. Employees are motivated powerfully to current situation when there is a perception of inequity present.

Vroom, (1964).on his expectance theoryonce said that a set of decision theories of work of motivation and performance Perception plays a central role in theory because it emphasizes cognitive ability to anticipate likely consequences of behavior he further assumed the expectancy theory as two major assumptions. The first assumption is that individual persons have perception about the consequences that result from their behavioral actions, and the causal relationship among those outcomes. These perceptions, or beliefs, are referred to as either expectancies instrumentality. The second assumption is that individual person has effective reactions to certain outcomes.

 Expectance is the probability that the effort put forth will lead to the desired performance. The second expectancy (also referred to as instrumentality) is the probability that a particular performance will lead to certain preferred outcomes. When the probability of some effort will not be rewarded, the employee will not be highly motivated to perform a certain task. Expectancy theory primarily relies upon motivators to clarify causes for behaviors exhibited at work

On the other hand, Locke, (2008) in his goal setting theory, defined a goal as what an individual attempts to accomplish; it is the object or aim at certain actions. The basic assumption of goal-setting is that goals are immediate regulators of human actions (Locke et al., 2008). evidence from the goal setting research indicates that specific goals leads to increase performance and that difficult goals, when individuals have accepted them, results in higher performance than easy goals (Locke et al., 2002). When an individual wants to achieve certain goals means that this individual will not be satisfied until he reaches that goal.

Locke et al, (2002), add to this that individuals that produce the most, those with difficult goals, are satisfied. These are relevant theories to this research work because equity theory tells more about equality of employee in employment this is a problem which i expect to come across among employee in Lindi regional commissioner office. Equality on promotion, allowance, salaries, etc on the other side expectancy theory has got relevance to numbers of employee who real prove that when they work more they expect more pay, in these theories there is a gap which is identified first these theories had been developed many years back example equity theory in 1963 by Adam, and expectancy theory 1964 by vroom since those years there many things which have occurred in between examples change of technology, communication, because of these changes it affected the human resource management in the public and private institution.

Another gap is environment researched. The location am going to research is quite different from the area where others researchers have researched because cultures, altitude, economic and political situation of Africa environment particularly Tanzania is quite difference

## 2.4 Empirical Review of the Study

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement June (2006). Muogbo u.sin (2013) conducted study to investigate the Impact of Employee Motivation on Organizational Performance of selected manufacturing firms in Anambra State. 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State.

The population of the study was 120 workers of selected manufacturing firms in Anambra State. The study used descriptive statistics (frequencies, mean, and percentages) to answer three research questions posed for the study. The Spearman Rank Correlation Coefficient used to test the three hypotheses that guided the study. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity.

Nevertheless despite the relevant of the study to test the impact of motivation and organization performance. This means that the result cannot generalized to all countries in the world also the findings cannot be generalized owing to economical social and culture difference. Another study was conducted by Masesa (2004) on factors influencing motivation of staffs in higher learning institution a case of university of Dar es salaam revealed that most of them are motivated by variable that are within themselves (intrinsic factors)such variable are opportunity for advancement interesting and challenging work, job security, work independence, individual goal, job freedom act and personal growth other factors were reputation of the organization, flexible working hours, job significance, and autonomy. He further added that the extrinsic factors are not main determinant factors for academician to stay in the university. He concluded that motivation should not be viewed from institution point of view but should be viewed from employees and be analyzed before implementation so those employees receive it as a retention factor.

Nevertheless despite the relevance of the study the finding were only concerned with high learning institution ,the study did not uncover whether regional commissioners Lindi head office do respond in the same way therefore this study reveals the gap which is to know the motivation practices in Lindi Regional Commissioner Office

Another study on motivation conducted by Kingaz (1986) to explore the extent to which incentive and motivation had an effect on productivity in sisal industry in Morogoro, revealed that motivation had an impact on productivity as employee who were motivated performed better than those who were not adequately motivated. Also the study noted that work condition at the sisal industry, welfare facilities were also lacking he finally concluded that if workers morale was good it could result in a rise of productivity.

Nevertheless despite the relevance of the study again the study has been overtaken by time similarly study needed to be carried out in order to come up with up to date information Apart from that the study was conducted outside Lindi Regional Commissioners’ Office where even cost of living is difference also the study assessed to evaluate motivation factors in relation sisal production my study will base on employee of Regional Commissioners’ Office Lindi. James R.Lindner (1998), conducts a descriptive survey topic “Understanding employee motivation”. Sample size is 25 out of 119 employees of Pikon Research, Extension Center and Enterprise Center but response rate is 92% (23 employees).

This study tell us that highest motivation through interesting work and good wages. If an organization designs reward system properly according to legal and other requirements then employees will be more motivated. Rutherford (2005) identifies that different factors are very important for better performance of any company but effective and efficient organization is depend upon the employees motivation. Motivation is factor which is influence on organization performance and effectiveness. So that it is important for every management to understand that how organization influence the motivation of their individual employees.

Despite of the contribution of the study again the study has been overtaken by time which call for similar study to be taken elsewhere and that drive us to conduct this study, Also the sample size used is also were small because of that there is need to do another current study which will use good number of sample size. Study on motivation was conducted by Befekadu (2001)to examine underlying reasons for the teacher attrition and the factor that contribute or aggravated the oxodus from teaching in Addis - Ababa Ethiopia, found that teachers leaves their jobs mainly for the reason which were in rank order, low social prestige accorded to teaching by the society, low economic and financial benefit ,lack of transfer, and unfavorable working condition within the schools, administrative problem, and lack of professional career development, overloaded work, and limited chance for further studies. Although the study is relevant to this research. However the study has been overtaken by time also the study specifically researched on teacher motivation in Addis- Ababa Ethiopia while my research will specifically research on different area of civil servant of regional commissioner’s office in Lindi. Ali, and Ahmed, (2009) conduct a study on Uniliver Company, use sample size 80 employee for this study. This study show that a positive significant relationship between reward system and employee satisfaction. Payment (salary) factor is highly affected on employee satisfaction.

Employees of Uniliver Company were less motivated by less reward recognition. There is also positive correlation between reward recognition respectively and motivation, satisfaction. Despite of the relevant of the study, the findings concentrated only in multination company (uniliver) the study did not cover public employee like that of Lindi Regional Commissioners Office the study also has been overtaken by time there for because of time difference a lot of things might have been changed.

Khan, and Farooq (2010) conduct a research on Commercial Banks of Kohaat, Pakistan. There were 200 questionnaires distributed among employees of the different commercial banks of Kohaat, Pakistan and response rate was 167 employees. This study shows that there is positive statistical significant relationship between rewards and employee motivation among the commercial banks of Kohaat, Pakistan. Reward system is directly proportional to employee work motivation. Rewards and compensation systems motivate employees to give their maximum efforts towards assigned work. Compensation systems deliver other objectives such as legal compliance, lab our cost control, perceived fairness towards Employees and enhancement of employee performance to achieve high level of productivity and customer satisfaction.

Nevertheless despite the relevance of the study the main focus of the study was employee of Commercial bank of Kohaat Pakistan while this study will focus on relationship between motivation practices and employee performance in Regional Commissioners’ Office Lindi. Malik, and Ghafoor, (2011) conduct a research by taking sample size 103 employees of Telecommunication companies and different banks of Punjab and discuss about employee motivation, employee performance and organizational effectiveness. the result shows that Motivated employees are more productive as compared to de-motivated employees. There is positive relationship between organization effectiveness, employee motivation, and employee performance but not more strong relationship between them. Happy employees are more productive rather than productive employees are happier.

As part of this, a study was commissioned into the delivery of services and care at the Muhimbili National Hospital, In (2008) one of the main components of this comprehensive study was to measure the extent to which workers in the hospital were satisfied with the tasks they performed and to identify factors associated with low motivation in the workplace. Methods: This was a cross sectional study involving a sample of 448 hospital workers. Stratified sampling was used to randomly pick 20% of: doctors, nursing staff, auxiliary clinical workers and other administrative and supporting staff. About 44% of the workers were female. Results: Almost half of both doctors and nurses were not satisfied with their jobs, as was the case for 67% of auxiliary clinical staff and 39% of supporting staff. This dissatisfaction was multi-factorial in origin. Amongst the contributing factors reported were low salary levels.

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. Conclusions: Many workers at all levels in the hospital were not satisfied with the tasks they performed due to a variety of factors. Based on the study findings, several recommendations were made including setting defined job criteria and description of tasks for all staff, improving availability and quality of working gear for the hospital, the introduction of a reward system commensurate with performance, improved communication at all levels, and introduction of measures to demonstrate concern for the workers’ welfare.

The above empirical studies are relevant to this research work although there are shortcomings like small number of sample size example James R.Lindner 2008 who conducted research in extension centre and enterprise centre used sample size of 25 out of 119 employees. Among all these studies no studies done in Lindi region from that point drive me to take initiative to conduct research in Lindi regional commissioner’s office.

## 2.5 Research Gap

Based on the literature reviewed it is revealed that no one has laid an intention to study specifically on investigation of motivation toward job performance in Lindi Regional Commissioners Head Office. For that reason this research work is going to concentrate on motivation of employee and its impact on job performance this will help fill the gap and get an answer on the motivation challenges exist in Lindi Regional Commissioners’ office. Different environment brings about difference in motivation practices, polices, guidelines existing in Lindi Regional Commissioner’s Office. Many of the researchers whom I went through their work conducted their study elsewhere in the world but my focus of the study is in Lindi Region specifically Regional Commissioners’ Office

However they did their study in the organizations which have difference cultures, altitude, norms and habits these factors might produce different result from one organization to another that is why I decide to conduct my study in lindi regional commissioner’s office in order to find those differences. Different time of the study done create a need to carry out another research because none of researchers I went through their study, conducted research of this type in current years specifically the year 2015. Also none of the study conducted research base on units and sections this gives the reason and need to conduct another research for that reason my research will pick employees from units and sections of Lindi Regional commissioner office.

## 2.6 Conceptual Framework

|  |
| --- |
| -Rewards -Training-Salaries-Promotion-Good Working condition |

 Motivation good performance of employee

**Figure 2.1: Graphical Illustration of Motivation and Employees**

Over in organization is to provide motivation to employee like promotions, rewards, good working condition then employee who is motivated will automatically bring positive impact in the organization like hard work, reduce of labor turn over, increase of performance, increases of productivities, increases of morale to work. There for this concept encourage employers to provide all kind of motivations to employees because it help to brings positive impact on the performance of employee in the organization

## 2.7 Variables

## 2.7.1 Performance

Performance is the dependent variable which depends upon motivation of employees. The performance of employees always depends on the motivations given by employer if the employers or managers gives good motivations to their employees then the performance of employee will also increase the same is true if the Employer fail to provide good motivation to his /her employee the performance will be poor. The factors which affect the performance of employee are reward, salaries, appreciation, recognition, good working condition, employee participation, transport allowance. These factors may increase motivation of employee if they are properly given to employee but also they may decrease the performance if they are not given to employee.

## 2.7.2 Motivation

The motivation is independent variable it is very important in influencing the employees to accomplish individual as well as the organizational goals. This inner drive motivates the employees to form and Exhibit the purposive behavior to achieve specific, unmet needs. This little encouragement On the part of organization enables them to accomplish their goals efficiently by acknowledging employees on their work and effort, providing them good work environment, considering their needs and forming pleasant job design. The motivation increases performance. Elding, Tobias and Walker (2006) state that a key task of management is that of motivating the organizations workforce to work more effectively towards its objectives. These motivations are popularly known like Rewards, allowance, good working condition etc

# CHAPTER THREE

## 3.0 RESEARCH METHODOLOGY

## 3.1 Introduction

This section amongst others things provides research design, study populations, sample size, study location, sampling design and procedures, variables and measurement procedures, data collection methods, tools, processing and analysis, expected results, work plan, research activities and expected time for commencing and ending the study.

## 3.2 Research Strategies

Kothari (2004) describe descriptive research as it includes surveys and fact-finding enquiries of different kinds. In this study Descriptive techniques have been used to assess the employee motivation toward the job performance. The choice of the design is preferred as it has considerable ability to generate answers to the research question. The design also allows the use of different data collection tools such as questionnaires, Also, the strategy develops empirical data and less expensive. Thus generally speaking, the choice of this method help yielding maximal information however this method helped me due to financial constraints as the source of fund is self without any external contributions. But I would say that this research design has helped to save time hence completion of this research study on time.

## 3.3 Area of Research Study

This work will be done in Lindi Regional Commissioner’s head office (headquarter) I have chosen the area because there is no much research work related to this study which have been done in this office for quite long time. Therefore I have decided to conduct this study so as to know exactly problems faces employee especially on motivation issues in Lindi regional commissioner office (headquarter). However the research area is close to my work place this will enable me to access data easily moreover choosing this research area will save cost because I will not have to travel long distance to reach the study area. Questionnaires will be used to find out the impact of employee motivation on job performance

## 3.4 Study Population

The study population will cover employees of Lindi regional commissioner head office as sample unit and my sampling frame will include employees from sections and units.

**Table 3.1: Represents Employee’s Profile of Lindi Regional Commissioner’s Office**

|  |
| --- |
| **VOTE 76. REGIONAL COMMISIONER OFFICE LINDI GENERAL EMPLOYEE PLOFILE HEAD QUATOR** |
| Sub votes | Sections ,And Unit | Male | Female | Grand Total |
| 2004 | Hearth Services (Section) | 5 | ---- | 5 |
| 1001 | Administration & General (Section) | 30 | 13 | 43 |
| 2002 | Economic & Development Support (Section) | 8 | 1 | 9 |
| 2003 | Physical Planning & Engineering (Section) | 3 | ---- | 3 |
| 2001 | Management Support (Section) | 3 | 1 | 4 |
| 2005 | Local Govt Management (Section) | 4 | 1 | 5 |
| 2006 | Education Sector (Section) | 5 | 2 | 7 |
| 2007 | Water Service (Section) | 2 | ----- | 2 |
| 3001 | Curative Service (Section) | 50 | 193 | 143 |
| 1002 | Finance &Account (Unit) | 6 | 3 | 9 |
| 1003 | Internal Auditor (Unit) | 1 | ---- | 1 |
| 1004 | Procurement Management (Unit) | 2 | ---- | 2 |
| 1014 | Legal Service (Unit) | 1 | ----- | 1 |
| 1015 | ICT (UNIT) | 1 | ----- | 1 |
| **GRAND TOTAL** | **121** | **214** | **335** |

**Source**: Field data

The total employees in all units and sections are 355. From these 355, the sample size selected were 100 employees which is equal to 30% in this sample size no discrimination of sex, age, level of education, marital status, and workers when select sample size of employees this study will mainly use qualitative research because this study will focus on human behavior and motivate.

## 3.5 Sampling Techniques

## 3.5.1 Simple Random Sampling

This type of sampling is also known as chance sampling or probability sampling where each and every item in the population has an equal chance of inclusion in the sample and each one of the possible samples,(Kothari, 1990). According to Cress well (1994) the basic purpose of any kind of sampling is that a sample cross section of a group bears characteristics of the entire population as whole .Sampling of the study allow population the researcher to have manageable area that can as much as possible maintain the objectivity of the study within specified time Kothari,(1990)

This study will use simple randomly sampling design where by 100 employee will be engaged out of 335 employee from sections and, units of human resource and administration, (Tehama) internal audit, account and finance, procurement, legal service, hearth service, economic and support, physical planning and engineering education sector and local government, . This research will focus on employees because most grievances related to motivation originate from them it is these organization staffs who suffer a lot from challenges of motivation .These 100 employees who will be engaged will include both male and female employees regard less of their ages, marital status, religion or profession. I will use sample because the organization has greater number of employees and they are scattered therefore, to include all of them it will be to cost but also it will consume much time that will make me fail to meet deadline of submission of my research work.

**Table 3.2: Represent Sample Size of Employees selected from Sections and Units**

|  |  |  |
| --- | --- | --- |
| **Sub vote** | **Sample Size Employees Selected from Units And Sections Of Lindi Regional Commissioners Office** | **Grand Total** |
| 1001 | Administration & General - Section | **28** |
| 2002 | Economic And Support - Section | **5** |
| 2003 | Physical Planning & Engineering - Section | **2** |
| 2001 | Management Support - Section | **3O** |
| 2005 | Local Government Management - Section | **3** |
| 2006 | Education Sector - Section | **3** |
| 2007 | ICT / Tehama - Unit | **1** |
| 1003 | Internal Auditor - Unit | **1** |
| 1014 | Legal Service - Unit | **1** |
| 2004 | Hearth Services (RHMT) - Section | **3** |
| 3001 | Curative Services - Unit | **50** |
| ======== | **GRAND TOTAL** | **100** |

**Source:** field data

## 3.6 Variable and Measurement of Procedure

In this stage I will need data of employee’s motivation issues and performance I will get these data from employees themselves but also from administrative and human resource department of Lindi regional commissioner office. Both questionnaires and observation will be used to collect data from employees structured questionnaires will be used because it is simple and easy to understand my respondent this will help to save time so far many respondents they like to spend less time while been interviewed because most of them are occupied with other responsibility.

## 3.7 Method of Data Collection

**3.7.1 Primary Data**

Data collection method obtained through structured and semi-structured questionnaires conducted to various respondents. Also direct observations, has been used during the field work

**3.7.2 Secondary Data**

Secondary data obtained from the work conducted in library and internet, Newspapers, research papers, Journals, Catalogues, review Lindi regional commissioner office profile documents and reports. Different number of textbooks, publications, and other Tanzanian government documents had been viewed

## 3.8 Data Analysis Processing

SPSS 16.0 of the software for analysis of present data has been used to analyze data through this method the questionnaires filled by respondents once collected were coded and entered to computer using SPSS program in order to make data cleaning ,regression analysis to establish the relationship between variables such as Motivation and job performance

## 3.9 Validity of the Data

According to Saunders (2004) validity is concern with whether the findings are really about what they are appear to be about .it is extent to which data collection method accurately measure what they intend to measure. The validity of the findings of this study proved by using highly structured questionnaires which helped to analyze and validate the findings where by 25 questionnaires were distributed to 100 employees and out of 100 employees 84 responded therefore the method of data collection really measured what the objective of the study intended.

## 3.9 Reliability

Reliability of the instrument refers to consistency of the tools for data collection which leads to similar findings overtime, place, and sample (cohen,2007 this study is reliable to study done by Muogbo (2013) who produce similar findings which showed that there link between employee motivation and the performance where by whenever employee are motivated their performance increases also Kingaz (1986) produced the same findings who explored the extent to which incentive and motivation had an effect on productivity in sisal industry in Morogoro, his study revealed that motivation had an impact on productivity as employee who were motivated performed better

## 3.10 Ethical Issues

Establish rapport;The researcher ensured that he submit university letter introducing him and seek authority to conduct a research from Lindi regional administrative secretary and good luck permission was given .Also in a copies of questionnaires distributed privacy and confidentiality were observed because the respondents were told not to write their names, however the respondents were told that this study is for academic purpose only and not otherwise, also the study didn’t entertain discrimination thus why randomly selection were used and feedback of the study promised to respondents.

## 3.11 Expected Result of the Study

1. The findings of this work will provide real picture of the effects lack of employee motivation in the Lindi regional commissioner’s office and suggest the best way to find a sustainable solution to the problem so that to improve morale and retain staff in the organization
2. The study will be valuable sources for future researchers they will use this work as guide and bases for doing further researches
3. Also it is my hope that upon completion of this study the government of Tanzania through **TAMISEMI** will use this work to reviews motivation polices and work on it so that improve welfare of the employees by modify its polices rules, and regulations in order to favor welfare of employee of Tanzania specifically on Training, promotion, housing, salaries, working environment, working equipment, etc

## 3.12 Estimated Research Budget

This work will cost 3,400,000/= million and this will include cost of all research activities for example photocopying, typing, printing, paying for rest house while collecting data, transport cost bus fare, paying for internet prepare research questions and distribute them respondents, bindings, buying’s books for references also buying research books to guide me when writing. My research e.g. book of research methodology of Prof. Shaban Mbogo, Dr. Marykitula, Dr. Angaza Gimbi, Dr. Ngatuni

**Table 3.3: Proposed Research Budget Developments**

|  |  |  |
| --- | --- | --- |
| **Days/Units** | **Particulars** | **Amount** |
| 50 | Proposal development | 200,000/= |
| 150 | Meals for 5 months | 800,000/= |
| 60 | Transport | 500,000/= |
| 30 | Stationeries | 800,000/= |
| 3 | Consultation | 100,000/= |
| 10 | Data analysis and interpretation | 500,000/= |
| 30 | Dissertation writing | 500,000/= |
|  | **Total** | **3400,000/=** |

# CHAPTER FOUR

## 4.0 DATA ANALYSIS AND PRESENTATION

## 4.1 Data Analysis

According to Shampoo and Resnik (2003), Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. Data were analyzed and presented in terms of figures, tables and graphs. The aiding tool for analysis was the Statistical Package for Social Sciences (SPSS Version.16.0). This chapter represents the findings of the study through data based on the specific objective The researchers was able to analyze data using descriptive analysis which was used in representing the findings

## 4.2 Data Cleaning

According to Table 4.1 a total of 100 employees were the targeted to represent the whole employee of Lindi Regional Commissioners office. Unfortunately out of that 100 employee given the questionnaires only 84 employees who returned answered questionnaires and 16 employees did not return questionnaires complete

Distribution of Questionnaires and Response Rate;

**Table 4.1: Questionnaires Distribution and its Responses**

|  |  |  |
| --- | --- | --- |
| **DETAILS** | **NUMBERS** | **PERCENTAGE** |
| Total Questionnaires given | 100 | 100% |
| Returned Questionnaires | 84 | 84% |
| Non Returned Questionnaires’ | 16 | 16% |
| Analyzed Questionnaires’ | 84 | 84% |

**Source:** Researcher, 2015

## 4.3 Gender of Respondents

**Table 4.2: Shows Gender of Employee from Sample Size**

|  | sex | Frequency | Percent | Valid Percent | Cumulative Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | male | 57 | 67.9 | 67.9 | 67.9 |
| female | 27 | 32.1 | 32.1 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |
|  |  |  |  |  |  |

**Source:** Researcher 2015

According to Table 4.2 revealed that 56% of respondent are male while 27% of the respondents are female employees this indicate that Regional Commissioners’ Office has large number of male employee than female employee but this did not have any impact on this study

## 4.4 Employee Level of Education

**Figure 4.1: Represent Employee’s Level of Education**

According to Figure4.1the findings show there are 22 employees who are certificate holders, 31 employees who are diploma holders, and 26 employees with bachelor, and 5 employees who have masters this imply that this organization has many employees with diploma and degrees holder.

## 4.5 Employee Marital Status

**Table 4.3: Represent Employee Marital Status**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | married | 56 | 66.7 | 66.7 | 66.7 |
| single | 24 | 28.6 | 28.6 | 95.2 |
| widow | 4 | 4.8 | 4.8 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |
|  |  |  |  |  |

**Source:** Researcher, 2015

According to Table 4.3 findings on marital status shows that 56 employees is equal to 66.7% are married and 24 employees are single which is equal to 28.6% and finally 4 employees are widow. This result has discovered that many employees in this organization are married.

## 4.6 Employee Age Distribution

According to Table 4.4, findings of age distribution in this organization show that 18 employees aged between 20 to 30 years. And 42 employees aged between 30 to 40 years. And 24 employees aged 40 years and above. This result show that about 60 employees out 84 respondents are young employees aged between 30 to 40 years. This show that the organization has many young employees than older employees and this can be caused by retirement of older Employees and new recruitment of young employee through National employment secretariat.

**Table 4.4: Represents Employee Age Distribution**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | 20 to 30 | 18 | 21.4 | 21.4 | 21.4 |
| 30 to 40 | 42 | 50.0 | 50.0 | 71.4 |
| 40 and above | 24 | 28.6 | 28.6 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

**Source:** Researcher, 2015

**4.7 Employee Working Experience**

**Figure 4.2: Show Employees Work Experience**

According to Figure 4.2 the working experience shows that 20 employees have working experience of the 1 to 5 year. However 24 employees have working experience between 5 to 10 years. While 23 employee have working experience of 10 to 20 years. And lastly but not the least 17 employee have working experience of 20 years and above .Therefore this result show that few employee (17) who have working experience of 20 years and above have long working experience compared to 64 employees who have working experience between 1 to 20 years and this can be caused by existence of few old employee in this organization which could have been caused by retirement or dearth of older employees.

## 4.8 Working Tools and its Impacts on Performance

According to Table 4.5 The finding after data analysis of working tools toward employee performance show that 36% strongly agrees and 32% agree total makes 68% of employee accept that working tools have effect on employees performance and 25% disagree and 7% they don’t know therefore majority of employee accept that availability of working tools have an impact to employees performance.

**Table 4.5: Show Working Tools and its Impact on Performance**

**Does working tools have any effect toward employee performance?**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | strongly agree | 30 | 35.7 | 35.7 | 35.7 |
| agree | 27 | 32.1 | 32.1 | 67.9 |
| disagree | 21 | 25.0 | 25.0 | 92.9 |
| i don’t know | 6 | 7.1 | 7.1 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

**Source:** Researcher

## 4.9 Organization Working Environment

**Table 4.6: Show Working Environment Influence Performance**

| **Is working environment of this organization good for you?** |
| --- |

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | strongly agree | 7 | 8.3 | 8.3 | 8.3 |
| agree | 4 | 4.8 | 4.8 | 13.1 |
| disagree | 69 | 82.1 | 82.1 | 95.2 |
| i don’t know | 4 | 4.8 | 4.8 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

**Source**: Researcher

According to Table 4.6 one of the other factors explored in this cluster is whether employees are motivated by organization working environment or not. Results indicate that 8.3 percent strongly agree and 4.3 per cent agree giving a total of 12.6 per cent that is for total percent of employee who agree with working condition of this organization, 4.8 per cent neutral, and 82.1 per cent strongly disagreeing, that the organization working environment does not motivate them.

## 4.10 Payment According to Qualification, and Work Duties

According to Table 4.7 The result show 14% of employee strongly agree and 10% agree this makes 24% of all employee in the sample accept that they are paid according to qualification work duties and experience but 70% of all employee disagree with the statement and 5% they remain neutral therefore the general finding show that majority of employee 70% disagree that employee are not paid according to their qualification, duties, and experience this may cause dissatisfaction to employees hence low job performance.

**Table 4.7: Show Payment According to Work Duties and Qualification**

**Are you paid according to your work duties, experience and qualification?**

|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| --- | --- | --- | --- | --- | --- |
| Valid | strongly agree | 12 | 14.3 | 14.3 | 14.3 |
| agree | 9 | 10.7 | 10.7 | 25.0 |
| disagree | 59 | 70.2 | 70.2 | 95.2 |
| i don’t know | 4 | 4.8 | 4.8 | 100.0 |

**Source:** Researcher

## 4.11 Availability of Working Tools

**Table 4.8: Show Provision of Working Tools to Employees**

| **To what extent the organization provide proper working tools to employee?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 2 | 2.4 | 2.4 | 2.4 |
| agree | 14 | 16.7 | 16.7 | 19.0 |
| disagree | 65 | 77.4 | 77.4 | 96.4 |
| i don’t know | 3 | 3.6 | 3.6 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

According to Table 4.8 shows the responses of employee of Regional Commissioners Office on whether the organization provides working tools to employees or not? The results indicate that 2 percent strongly agree and 17 per cent agree, this make 19 per cent of employee who support that they receive working tools from the organization whereas 77 percent strongly disagree and 4 per cent are neutral. From these result show that many employees in this organization are not satisfied with the working tools given to them as a result makes difficult for employee to fulfill their working obligation

## 4.12 Reward to Good Performers

According to Table 4.9 the findings for rewards given to employee who perform extremely excellent in this organization shows that a total of 8 per cent (2% strongly agree and 6% agree) whereas 92 per cent disagree. These result indicate that many employee are unhappy with rewards given to employee in this organization this contribute greatly to demoralize employee in this organization and this affect the performance of employee.

**Table 4.9: Show how Rewards is given to Good Performers**

| **Does employer gives rewards to employee who performs excellent?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 2 | 2.4 | 2.4 | 2.4 |
| agree | 5 | 6.0 | 6.0 | 8.3 |
| disagree | 77 | 91.7 | 91.7 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

**Source:** Researcher

## 4.13 Equality on Training

According to Table 4.10 the 4.8 per cent of employee strongly agrees that organization gives proper training to employee and 17.9 percent agree whereas 75 per cent disagree and 2.4 per cent they don’t know. This result show that this organization does not have proper training programs to its employee as result this cause dissatisfaction to many employees.

**Table 4.10: Show Equality on Staff Training**

| **Is equality on employee training considered in this organization?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 4 | 4.8 | 4.8 | 4.8 |
| agree | 15 | 17.9 | 17.9 | 22.6 |
| disagree | 63 | 75.0 | 75.0 | 97.6 |
| i don’t know | 2 | 2.4 | 2.4 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

## 4.14 Organizations Motivation Polices

According to Table 4.11 the findings shows that 8 Per cent of the employee strongly agrees, 12 per cent agree strongly totaling to 20 per cent of employee who think that the organization has motivation polices. And 61% of the employee are disagree that the organization does not, from this result it shows that many employee disagree that this organization does not have motivation polices to employee this has been proved by 61% of employee the organization which does not have good motivation policies is like organization which does not care its employees and final it lead into lost workers morale to work

**Table 4.11: Show Impacts of Motivation Polices to Employees Performance**

| **Does this organization have well polices to motivate its employees?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 7 | 8.3 | 8.3 | 8.3 |
| agree | 10 | 11.9 | 11.9 | 20.2 |
| disagree | 51 | 60.7 | 60.7 | 81.0 |
| I don’t know | 16 | 19.0 | 19.0 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |
|  |  |  |  |  |

## 4.15 Employee Salary Satisfaction

According to Figure 4.3 The findings on whether employee are satisfied with the salaries they receive or not the result revealed that 5 per cent strongly agree and 27 per cent agree making up 32 per cent of employee who agree that the salaries paid to them is satisfactory, 63 of employee disagree that they are not satisfied with the salaries paid to them but 5 percent they are neutral about the salaries they are paid.

**Figure 4.3: Show How Salaries Affect Employee Performance**

## 4.16 Employee Promotion

According to Figure 4.3 The findings on table show that 8% of employee strongly agrees that 6% agree and make up 14% of employee support that the organization promote employee on time but 77% of employee disagree that the organization does not promote employee on time and according to the table it the results shows 8% of employee they are not aware of whether the organization promote its employee on time or not therefore this result show that many employees do not agree that the organization promote its employee on time this can be main causes of dissatisfaction to many employees. The impact of this dissatisfaction causes de-motivation of employees in this organization

**Table 4.12: Represents Whether Timely Promotion Is Practiced or Not**

| **Does the organization promote its employee on time?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 7 | 8.3 | 8.3 | 8.3 |
| agree | 5 | 6.0 | 6.0 | 14.3 |
| disagree | 65 | 77.4 | 77.4 | 91.7 |
| i don’t know | 7 | 8.3 | 8.3 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

**Source Researcher**

## 4.17 Organization Motivation Practices

T**able 4.13: Represent Existence of Organization Motivation Polices**

| **Does this organization have any motivation practices?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 13 | 15.5 | 15.5 | 15.5 |
| agree | 39 | 46.4 | 46.4 | 61.9 |
| disagree | 25 | 29.8 | 29.8 | 91.7 |
| i dont know | 7 | 8.3 | 8.3 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

According to Table 4.13 The findings from the research indicate that 16% of employee strongly agree and 46% employee agree that the organization have motivation practices .However 30% of employee disagree that this organization does not have any motivation practices and 8% of employee they are not aware on motivation practices existing in this organization this findings tell us that many employee agree that the organization has motivation practices but the challenge might be these practices are not properly implemented.

## 4.18 Employees of this Organization are they Happy with their Job

**Table 4.14: Show How Happy Employees Are**

| **Are you happy with your job?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 8 | 9.5 | 9.5 | 9.5 |
| agree | 32 | 38.1 | 38.1 | 47.6 |
| disagree | 37 | 44.0 | 44.0 | 91.7 |
| i don’t know | 7 | 8.3 | 8.3 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

According to Table 4.14 state that 10% strongly agree. and 38% employee agrees that they are happy with their job and 44% disagrees, and 2% they were neutral there for this result show that many employee in this organization are happy with their job this may contribute to motivation of employee of this organization many employees say in the government there is security of job that makes many employee become happy.

## 4.19 Employee Transportation

**Figure 4.4: Show how Transportation Service is Given to Employees?**

The Figure 4.4 shows that 39% of employee strongly agrees and 29% agree that this organization provide transport to its employee but 31% disagree that the organization does not provide transport and final 12% remained neutral. This indicate that many employee 68% support the truth that this organization provide transport to its employee we finally conclude that transport facilities given by employer boost morale to work hard.

## 4. 20 How Employees See Future in this Organization?

**Table 4.15: Show How Employee Sees the Future in This Organization**

| **Do you see good future for yourself in this organization?** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 26 | 31.0 | 31.3 | 31.3 |
| Agree | 16 | 19.0 | 19.3 | 50.6 |
| Disagree | 34 | 40.5 | 41.0 | 91.6 |
| i don’t know | 7 | 8.3 | 8.4 | 100.0 |
| Total | 83 | 98.8 | 100.0 |  |
| Missing | System | 1 | 1.2 |  |  |
| Total | 84 | 100.0 |  |  |

**Source**: Researcher

According to Table 4.15 The finding of whether employee see the good future of this organization show that 31% of employee strongly agree and 19% agree that they see good future in this organization this make 50% of employee who hope that the organization has good future for them .However 40% of employee disagree that they don’t see good future in this organization and 8% are employee who didn’t know whether the organization will have good future to them or not.

## 4.21 Link between Motivation and Performance

**Table 4.16: Show How Motivation Influences Employee Performance?**

| **Employee motivation does not improve employee performance** |
| --- |
|  |  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid | strongly agree | 3 | 3.6 | 3.6 | 3.6 |
| agree | 12 | 14.3 | 14.3 | 17.9 |
| disagree | 68 | 81.0 | 81.0 | 98.8 |
| i don’t know | 1 | 1.2 | 1.2 | 100.0 |
| Total | 84 | 100.0 | 100.0 |  |

**Source** Researcher

According to Table 4.16, the result show that 3.6% of employees strongly agree and 14.3% of employee agree that employees motivation does not improve job performance total makes 17.9% of employees support that motivation of employee does not improve job performance but 81% agree that motivation improve the performance of employee and 1% of employee they didn’t show any response. Therefore this results conclude that 81% of employees believe that motivation improve employee performance.

**4.22 Discussion of the Findings**

The result of this study show that there is strong relationship between motivation and employees performance where by 81% of employee agree that motivation help to increase performance. Majority of employees mentioned and agreed with the following motivation factors which trigger the performance of employee these are trainings, working environment, promotion, rewards, and equality on job, transportation, working tools, and good salaries.

Therefore the results of this study to large extent agree with the findings of study conducted by Muogbo u.sin (2013) whose study investigated the Impact of Employee Motivation on Organizational Performance of seletcted manufacturing firms in Anambra State. The result obtained from the analysis showed that there existed relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This also is in line with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase performance.

 Another study which has comparable findings to this research work is a study done by Malik, M.E& Ghafoor, M.M at el (2011) conducted a research by taking sample size 103 employees of Telecommunication companies and different banks of Punjab and discuss about employee motivation, employee performance and organizational effectiveness. The result shows that motivated employees are more productive as compared to de-motivated employees. There is positive relationship between organization effectiveness, employee motivation, and employee performance.

# CHAPTER FIVE

# 5.0 CONCLUSION AND RECOMMENDATIONS

## 5.1 Summary of Findings

The study result shows that about 81% of Employees of Lindi Regional Commissioners’ Head Office accepts that employee motivation help to increase job performance these findings concur with motivation study conducted by Kingaz(1986) who explored the extent to which incentive and motivation had an effect on productivity in sisal industry in Morogoro, finding revealed that motivation had an impact on productivity as employee who were motivated performed better than those who were not adequately motivated. He finally concluded that if workers morale was good it could result in a rise of productivity. Also this study agrees with study of Muogbo u.s in (2013) who researched on the link between motivation and performance. He concluded that motivations given to employee have significance impact on organization performance.

However we final found that 75% of employees in this research accepted that equality on employee trainings is not practiced properly this is evidenced by majority of employee complains that training in this organization is discriminative because top leaders employees always go for training while subordinate employees are ignored. However many employees feel it is very surprising to see in this organization junior employees who are top leaders are sent for training while senior subordinate employees are not. This tendencies causes a lot of dissatisfaction to majority of employees as a result many workers loose morale of work. The findings of this study concur with (cosier and Dalton, 1983) who state clearly when an employee perceives unequal ratios between him and his counterparts, there will be a state of inequality also Equity theory Adams (1963) state the same that most theorist discussing the equity theory posit three primary points. First, employees perceive a fair return for what they contribute to their job. Second, employees then run some kind of social comparison what their compensation should be with their colleagues. Last each employee that perceives himself to be in an inequitable situation will try to decrease this inequity

## 5.2 Conclusion

 This objective of the study was to assess the place of motivation in increasing job performance also the study used descriptive technique**s** to assess the employee’s motivation toward the job performance. The results of study reveal that there is a link between employee motivation and job performance where by whenever motivation increases the performance increase too, The findings reveal that majority of employees listed number of motivation items which motivate them most like Employee training, promotion, transport, working environment, working tools, motivation, good salaries of employees, good organization polices, and recognition of good performers.

This is evidenced by data obtained from field which shows that 81% of workers accept that motivation help to increase job performance. However 90% of the respondents say that motivation programs implemented in this organization is not satisfactory this means that most of employees are not happy with motivations given to employee by this organization. Majority of employees agree there are motivation practices but not properly implemented. Many employees are not happy with the existing motivation programs of Lindi Regional Commissioners’ Head Office. Employees have a negative feeling about management when it comes to motivation. They are discouraged with the current motivation situation in the organization.

 About 82% of employees feel that the working environment of this organization is not good for them to work. They have varied opinion when it comes to working tools where by about 65% of employees clearly showed that working tools is poor and not enough compared to numbers of employee exist in this organization. They have given opinion that there is a need to implement more motivations programs which can further motivate and make them perform better. All the 9 factors which were mentioned i.e. Employee training, promotion, transport, working environment, working tools, motivation, salaries of employees ,motivation polices, and appreciating good performance were considered as not satisfactory to majority of the employees. . Hence when new motivation programs are framed these factors need to be considered in order to come up with favorable programs. The study indicates that the motivations programs exist are ineffective. Employees are not in favor of motivations given by this organization that’s why morale to work for employee goes down.

**5.3 Recommendations**

Employee motivation in this organization have problem of great concern crossing its Sections and Units this affect employees job performance The situation need more effort of the employer particularly Regional administrative secretary, heads of units and sections. Also the role of ministry of labor and youth and ministry of Regional administration and local government (**TAMISEM)** it is very crucial to address the problem on employees motivation if we real want achieve the slogan of Big Result Now .Because without motivated employee frankly speaking this national will never develop because human resource is most important of all the resource we have in this world. Failure to handle them may result failure of the organization. Armstrong (2009) highlighted that human resource, money, and material, are principal resources in any work organization, however he went on saying that among of all the resources we have in the world human is most important resource of all and because of that he or she must be manipulated more carefully therefore it must be known that motivated employee in an organization appear to be biggest assert.

The Lindi Regional Commissioners’ Office must do its best to increase motivation of the Employees by redesigning the reward system. Employees should be trained according to the seniority, this will help to reduce employee grievances and demand of the job to reduce workers grievances Also the office has to prepare budget for employee training induction and orientation this will increase employee motivation and work performance hence reduce labor turnover ,present content of the working environment is not friendly to workers of this organization therefore work environment must be improved In order to satisfy the staff and work with efficiency areas of improvement in work environment is office redesign, ventilation, availability of enough office chairs and Tables, food, drinks, and refreshment, reasonable working hours ,availability of houses for employees all these have to be improved so that job performance will improve.

Regarding the salary and other Allowance, majority of employees are not satisfied with the amount of salaries and allowance paid to them they say nevertheless cost of living has increased still the amount of salary paid to them is low causes them to have miserable life. Therefore central government has to make reform on employees salary scale by increase the salaries to employees so that they meet the current cost living. Iindi Regional Commissioners’ Office has to ensure that different working facilities like desktop computers, laptop, scanners, printers, vehicles, electricity, telephones services, water., is provided to all employees in order to enhance the employee motivation and job abilities. Further, the following non monitory awards are good motivators to employee therefore must not be ignored example Bonus, Holiday pay, Overtime pays

## 5.4 Recommendation for Further Study

I recommend further studies to be done on title state that, why most of employees in public organizations are not motivated but they keep on working in public institution. Also I recommend other researchers to research on big coverage area example researching motivation of employees in district level. Also I suggest another study to be done on a title state that, what is link between motivation and performance of employees in the private sectors.

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**APPENDICES**

**THE OPEN UNIVERSITY OF TANZANIA**

**FACULTY OF BUSINESS MANAGEMENT**

My name is Bakari Hassani Swalehe a student from the open university of Tanzania pursuing master of human resource management. Aim doing a research study of employee from lindi regional commissioner’s office particulalarly on section and units. This research study will be guided by research topic **“assessment of motivation toward employee performance”**

I beg you to fill these questionnaires which is intended to explore the information about motivation and performance of employee in lindi regional commissioner office

As employee of Ras lindi you are requsted to answer questionnaires appropriately following the instruction given accordance with the categories of questions .in this papers you are not required to write your name simply this is merely intended for academic use only .Note that the information given is confidential and it is only for research purpose

# Appendix 1: Section A

**Please tick the appropriate answers and fill the blank in the space provided**

**1. What gender are you?**

(a) male

(b) Female

**2. What is your level of education?**

(a)Certificate

(b) Diploma

(c) Degree

(d) Master

**3. What is your age?**

(a) Between 20 to 30

(b) Between 30 to 40

(c) Between 40 and above

**(4)Your working experience is between?**

(a)1 to 5 years

(b)5 to 10 years

(c)10 to 20 years

(d) 20 and above

(5)**What is your staff category?**

**(6) Does the organization promote its employee on time?**

(a) Strongly agree

(b) Agree

(c**)**Disagree

(d)i don’t know

**(7) Employee motivation does not improve job performance**

1. Strongly agree
2. Agree
3. Disagree
4. I don’t know

**(8) Do you see good future for yourself in this organization?**

(a) Strongly agree

(b) Agree

(c) Disagree

(e) I don’t know

**(9) Are you happy with your job?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(10)Is working environment of this organization good for you?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(11)Does this organization give working tools to employee?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(12)does equality on employee training considered in this organization?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(13)Does employer gives rewards to employees who perform excellent job?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(14)Does employer provide transport to his/her employee?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(15)Does the management involve employee in the decision making?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(16)Do you work extra time/hours if yes are you paid?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(17)Does this organization have well polices to motivate its employees?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(18) Is there any equality and fairness on employee training and promotion?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(19) Are you paid according to your work duties, experience and qualification?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(20) Does working tools have any effect toward employee performance?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(21) Are satisfied with the salary your paid?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(22)Does the organization promote its employee on time?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(23)Does this organization have any motivation practices?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral

**(25)Do you go to work earlier as instructed by the employer?**

1. Strongly agree
2. Agree
3. Disagree
4. Neutral