

**EFFECTS OF ASPECTS OF MOTIVATION ON EMPLOYEES'
PERFORMANCE: A CASE OF MBEYA REGIONAL COMMISSIONER'S
OFFICE STAFF**

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RESOURCE MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

2015

CERTIFICATION

I, the undersigned hereby certify that, I have read the dissertation titled “Effects of motivation on employee performance”: A case of Mbeya Regional Commissioner’s Office staff, and found it to be in the form acceptable for examination.

Dr. Proches Ngatuni

(Supervisor)

Date _____

DECLARATION

I, Laurencia Callist Njau, do hereby declare that, this report is my own original work and that it has not been submitted for a similar degree in any other University.

Signature _____

Date _____

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DEDICATION

I dedicate this dissertation to my lovely kids Davis and Gladys, my parents Mr. and Mrs. Njau and my late husband Baraka Peter Mahenge.

AKNOWLEDGEMENTS

I would like to thank almighty God who gave me health and energy throughout my study. Secondly, I would like to thank my parents for their moral and financial support throughout my study.

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ABSTRACT

The study investigated the effects of motivation on employees' performance. Subjects of the study consisted of 249 workers of the Mbeya Regional Commissioners Office. Data for the study were gathered through the administration of a questionnaire mainly focusing on different aspects of motivation as well as demographic data. Respondent's files were scanned for individual OPRAS scores for 2011/12 year. These data were subjected to descriptive statistics as well as regression analysis. In the regression analysis, employee performance was the dependent variable while motivation and the demographic variables were the independent variables. The results obtained from the analysis showed that, there existed weak evidence that, there is a negative relationship between motivation of employees and performance. Findings revealed that employees' performance was significantly different across job location and job position categories. Employees at the district offices performed significantly better than those at the secretariats' headquarters and Regional hospital. Employees in the operational cadre performed significantly better than those in the technical cadre and managerial cadre. Those in the technical cadre also performed significantly better than those in the managerial cadre. No significant differences were found in performance across individual characteristics. No significant difference in motivation levels were found across categories of job and individual characteristics. Motivation alone was found to be insignificantly negatively related to performance. When job and individual characteristics were also loaded into the model, only job position was found to influence employee performance significantly. It is recommended that Regional Secretariat should take steps to boost the performance at the headquarters and Regional hospital. Also future research should look at other factors behind employee performance in Regional Secretariats and the study sample should involve more Regional Secretariats to enhance the generalizability of the findings.

Keywords: *motivation, employee performance, OPRAS, job position, job, location, age, gender, education, experience*

TABLE OF CONTENTS

CERTIFICATION	ii
DECLARATION.....	iii
DEDICATION.....	v
ACKNOWLEDGEMENTS.....	vi
ABSTRACT	vii
TABLE OF CONTENTS.....	viii
LIST OF TABLES	xi
LIST OF FIGURES	xii
ABBREVIATIONS AND ACRONYMS	xiii
CHAPTER ONE.....	1
1.0 INTRODUCTION.....	1
1.1 Background of the Problem of Study.....	1
1.2 Statement of the Problem.....	2
1.3 The Main Objective of the Study.....	5
1.3.1 Specific Objectives.....	5
1.3.2 Specific Research Questions	5
1.5 Significance of the Study.....	6
CHAPTER TWO	8
2.0 LITERATURE REVIEW.....	8
2.1 Overview.....	8

2.2	Conceptual Definitions.....	8
2.2.1	Employee Performance	8
2.2.2	Motivation.....	8
2.3	Theoretical Literature Review.....	9
2.3.1	Motivation through Job Enrichment	10
2.3.2	Maslow’s Hierarchy of Needs.....	11
2.3.3	Herzberg’s Motivation Hygiene Theory	12
2.3.4	Alderfer’s ERG Theory	13
2.3.5	Expectancy Theory	13
2.3.6	Self-efficacy Theory- Albert Bandura 1982.....	14
2.4	Empirical Literature Review.....	14
2.5	Conceptual Framework.....	19
	CHAPTER THREE.....	21
	3.0 RESEARCH METHODOLOGY	21
3.1	Overview.....	21
3.2	Research Design.....	21
3.3	Sampling Design.....	21
3.3.1	Area of study	21
3.3.2	Population of the Study	22
3.3.3	Sample Size and Sampling Procedures	22
3.4	Variables and Measurement Procedures.....	23

3.5	Data Collection Instrument and Procedures.....	24
3.6	Reliability and Validity.....	25
3.7	Data Processing and Analysis.....	25
3.7.1	Data Processing	25
CHAPTER FOUR.....		28
4.0 FINDINGS AND DISCUSSIONS.....		28
4.1	Overview.....	28
4.2	Characteristics of Respondents.....	28
4.3	Research question one: What is the performance of the employees.....	30
4.4	Research question two: What is the motivation level of employees	32
4.5	Research question three: Is employees' performance	34
4.6	Discussion.....	35
CHAPTER FIVE.....		38
5.0 CONCLUSIONS AND RECOMMENDATIONS.....		38
5.1	Overview.....	38
5.2	Conclusion.....	38
5.3	Recommendations.....	39
REFERENCES		40
APPENDICES		45

LIST OF TABLES

Table 3.1: Staff Distribution-----	26
Table 4.1: Sample characteristics-----	36
Table 4.2: Analysis of employee's performance -----	38
Table 4.3: Attitudes towards motivation -----	40
Table 4.4: Multiple regression analysis -----	42

LIST OF FIGURES

Figure 2.1: Conceptual Framework----- 23

LIST OF ABBREVIATIONS AND ACRONYMS

AAS	Assistance Administrative Secretary
CAG	Control Auditor General
DAS	District Administrative Secretary
HR	Human Resource
LGA	Local Government Authority
OPRAS	Open Performance Review and Appraisal System
PE	Personal Emoluments
RC	Regional Commissioner
SPSS	Scientific Package for the Social Science

CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND OF THE PROBLEM OF STUDY

Motivation refers to measures to stimulate human efforts whereas when practiced it encourages people to give out their best. According to McCormick & Tifflin (1979), motivation can be either intrinsic or extrinsic. Intrinsic motivation stems from motivations that are inherent in the job itself and which the individual enjoys as a result of successfully completing the task or attaining his goals. Intrinsic motivation are those rewards that can be termed 'psychological motivations' and examples are opportunity to use one's ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Extrinsic motivations on the other hand are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. Such tangible motivations are often determined at the organizational level, and may be largely outside the control of individual managers.

Exploring the attitudes that employees hold towards motivation at work place is important to ascertain the extent to which they are motivated. If an employee lacks ability, appropriate training can be employed. If there is an environmental problem, altering the environment to promote higher performance is the key. However, if motivation is the problem, the solution is more complex and more challenging. For motivational problems, the best source of information is the employee (Wiley, 1997). Assessing the link between motivation and performance of employees is important

because it could be the drive for improvement within the organization. Thus, this study attempts to analyze employee's motivation levels and determine whether they are related to their performance. For some reasons most organizations use motivation external to the job in influencing their workers. Vroom (1964) presented the assumption that workers tend to perform more effectively if their wages are related to performance which is not based on personal bias or prejudice, but on objective evaluation of an employees' merit.

Many motivational theories have been constructed to find these motivational factors, but the values of the employees in the specific organization are seldom included in the theories. Since a suitable combination of motivation factors only can be created through an understanding of the values in the measured objects (i.e employees) (Osteraker, 1999). Motivation has a close relationship with the employees' performance. Whether the employees want to work hard or not are based on their attitudes towards motivation. So motivation is an important aspect in each employee to reach the goal (Opu, 2008).

Apart from the national policies of motivation which is applicable only to the employees in the managerial and professional cadres like health sectors, so far there is no motivation document at the Mbeya RC's office rather they use an ad hoc system to motivate other employees. This has pushed the researcher to assess the employees' motivation and whether these motivation levels affect their performance.

1.2 Statement of the Problem

This study focused on employees' motivation levels and their effects on their performance at the Mbeya Regional Commissioners Office headquarters. The

success or failure of any organization depends greatly on the type of human resources it has, (Mabonga, 2000). Human resources translate all other resources in an organization into visible products (Mabonga, 2000). Bearing that in mind it is important that organizations pay extra attention to their workers in order to attain optimum efficiency and effectiveness at the workplace. Mbeya Regional Commissioners Office is a long established organization, which has been in existence for a period of over 30 years. The main task of the office is to capacitate the LGAs, and this is evidenced from the CAGs' report which shows that some of the LGAs have performed poorly in revenue collections and good governance. These performance failures are both on the side of the organization and employees who constantly should work together. However, because human resource practice is critical to the major activities of the organization, it cannot be left entirely to personnel experts in the human resource department but also line managers in the various departments have to be involved in the delivery and drive of human resource policies (Storey, 2001:7).

Late coming, poor time management and the failure to meet deadlines for the preparation of important working documents are also some of the shortcomings. This has been observed by the missing documents during assessment which is usually done by the CAG and attendance register carried out every morning that shows absenteeism and late coming. Although the staff appraisal exercise has been conducted every midyear and annually as per legal requirement, the results have shown that duties and responsibilities are not being adequately carried out, despite of the higher performance in the OPRAS especially in higher cadres. This is revealed through the appraisal files that are filled annually and kept in the human resource

office. Also some line managers have shown great weakness in the supervising their subordinates, with the appraisal assessment not carried out. This is shown by the missing appraisal forms in some employees' files. The salaries of the public servants as stipulated by the Government of Tanzania are very low and this resultantly does not encourage good performance. This is indicated in the Government of Tanzania salary structure for public servants. Little or no allowances are paid to the employees, which could affect their commitment to organizational objectives. Some line managers delegate their subordinates to carry out their duties and yet they are paid higher salaries, this de-motivates the junior employees whose salaries are low.

Usually this kind of exploitation results to de-motivation and poor performance. Others have ignored their supervisory role and have taken to blaming the subordinates for their failures. This is indicated by the way in which employees manage their own affairs without superior intervention. Some have also engaged in late coming and earlier departure from office as indicated by the attendance register, which is monitored by the human resource department. In relation to management a lot of directives are given to the employees to produce tangible results and yet little attention is given to adequately motivating their efforts.

We have to bear in mind that the strength of any organization is in its workforce and that an organization that does not have a well performing and dedicated workforce has a poor foundation to exist in a sound operational manner. This implies that employees need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2001:6).Therefore, this makes it appropriate through research, for the employee attitudes towards

motivation to be assessed and its effects on their performance determined. The assumption is that in the presence of appropriate motivational measures and good performance management approaches employees performance will increase considerably and consequently the entire organization performance.

1.3 The Main Objective of the Study

The main objective of the study was to assess the employees' motivation and its effects on their performance.

1.3.1 Specific Objectives

Specific research objectives were the following:

- (i) To analyse employees performance as captured from OPRAS records
- (ii) To assess the level of employee motivation
- (iii) To determine whether employees' performance rating is related to their level of motivation

1.3.2 Specific Research Questions

- (i) What is the performance of employees and how does it vary across job and individual characteristics?
- (ii) What is the motivation level of employees and how does it vary across and individual characteristics?
- (iii) Is employees' performance related to their motivation levels?

1.4 Research Hypotheses

- (i) There are no differences in Employees' performance scores across various demographic characteristics.

- (ii) There are no differences in employee motivation levels across various demographic characteristics.
- (iv) Employees' motivation levels have no effect on their performance.

1.5 Significance of the Study

The significance of the study was to investigate the employees' attitudes towards motivation that can explain the variations in OPRAS scores so as to facilitate HR efforts to improve the performance standards of Individual employees in order to improve the quality of services provided. The study was important and significant in the following ways:

- (i) To inform the employer on the variability of employees' performance scores across various employees characteristics and across employees cadres.
- (ii) To help establish the level of motivation in the organization. This in turn informs the employer of areas that must be worked upon to enhance employee motivation in the organization. Other similar employers will benefit from the results as well.
- (iii) The study show whether there is a relationship between employees' attitudes towards motivation and employees performance scores. If this relationship is confirmed, it helps employer to take measures to improve on motivational aspects in the organization.

1.6 Organisation of the Dissertation

The dissertation contains five chapters. Chapter 2 provides definitions of the key concepts and the literature review of the study. And chapter 3 sets out the

methodology to be used in this study. It includes the research paradigm, design, approach, strategies and timeline, also the area of the study, sampling design and procedures, variables and measurement procedures, data collection method, reliability and validity and data processing and analysis. Chapter 4 presents and discusses the findings while chapter 5 provides conclusion and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This chapter presents a review of related literature where by section 2.2 is going to give the conceptual definition of each concept like employee performance, attitudes and motivation. Section 2.3 presents theoretical literature review, section 2.4 presents empirical literature review, section 2.5 presents the research gap and lastly section 2.7 presents conceptual framework.

2.2 Conceptual Definitions

2.2.1 Employee Performance

Employee performance is the act of performing or doing something successfully. Using knowledge as distinguished from merely possessing it. A performance comprises an event in which generally one group of people (the performer or performers) behaves in a particular way for another group of people, (Peter, 2010). In this study the employee performance is defined as the ability of an employee to accomplish his/her work according to the organizational expectations and mainly it involves the use OPRAS forms to measure the performance where by the scores indicated in the form determines the performance of an employee.

2.2.2 Motivation

Every individual has particular motives that drive him/her to attain certain goals at optimum level. The word "motivation" is derived from the Latin word *movere* which means "to move" (Heller et al, 2000). In any organization a manager can move people/employees in two ways either by forcing staff to act through the use of fear

approach, including threats, punishment and bitter behavior or creating a climate that meets the needs of staff, by influencing them to actualize their potential. Elsewhere motivation has been defined as: an internal drive to satisfy an unsatisfied need (Cole, 2002). Therefore, motivation is concerned with factors that influence people to behave in certain specific ways.

Mainiero et al (1989) mentioned three components of motivation as (i) *Direction*- which indicates what a person will be trying to do, (ii) *Effort*- which shows how hard that person will be trying and lastly (iii) *Persistence*- that indicates how long that person will keep trying. In this study motivation is simply defined as the intensity and direction of one's effort.

2.3 Theoretical Literature Review

In general the theories mentioned here continue to provide the foundation for a significant amount of organization and management development and training, including work redesigned and career development. These motivation theories are part of the broad field of human motivation study and have direct implications for individual's workplace behavior. Moreover, they may be applied to a variety of management practices aimed at motivating employees, (Wiley, 1997). This approach contends that all motivation ultimately comes from within a person. It is based upon the old principle that the best way to get work done from a person/individual is to put a reward (carrot) before him or to hold out a threat of punishment (stick) if and when one does not comply. A carrot is synonymous to the reward for good work and the stick is the punishment for poor performance or for not working at all. Under carrot and stick approach employees who carry out the task well are rewarded in the form

of bonus, pay raise, promotion, etc. whereas the employees avoiding work (showing undesirable behavior) are given punishment in the form of demotion, pay cut, termination of service, transfer to an unpleasant job etc. Taylor et al (1911) addressed the importance of rewards in motivating workers. This culminated into incentive plans in addition to wage payments. Through such plans, workers who worked hard well above the normal standard were given rewards while those producing less than the standard were punished in the form of wage cut. The next few sections will review theories of motivation.

2.3.1 Motivation through Job Enrichment

An employee has a tendency of expanding his/her area of work so as to enjoy and utilize more skills. This could be a non-financial practice of motivating people. This approach was developed through Herzberg's two-factor theory of motivation (Graham, 1998). It is based upon the hypothesis that the factors surrounding the work are not effective motivators. The theory advocates that, to motivate individuals the job itself must offer opportunities for recognition, achievement, responsibility, advancement and growth. It therefore defines job enrichment as "an attempt to design jobs in such a way as to build in the opportunity for achievement, recognition, responsibility and personal growth". Job enrichment requires decentralization and delegation of decision making authority to the individual worker.

Theories of motivation attempt to explain the behavior of the people towards work performance. These theories includes but not limited to the following: Maslow's hierarchy of needs, Herzberg's two factor Theory, Vroom's expectancy Theory, Alderfer's ERG Theory, Reinforcement Theory, Self efficacy Theory.

2.3.2 Maslow's Hierarchy of Needs

Abraham H. Maslow as reported by Mkaki, (2010) is an American psychologist who developed a general theory of motivation known as the "Need hierarchy theory" and his assumptions are: Human beings make every effort to fulfill a variety and wide range of needs. Human needs are many and interrelated, that means human needs form a particular structure or hierarchy. Also Maslow (1943) as reported by Peter (2010) in his Research "Assessing the role of work motivation on Employee Performance" suggests that, human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance.

These include physiological, security, belongings, esteem and self actualization needs. According to him, a person is motivated first and foremost to satisfy physiological needs. As long as the employees remain unsatisfied, they turn to be motivated only to fulfill them. When physiological needs are satisfied they cease to act as primary motivational factors and the individual moves "up" the hierarchy and seek to satisfy security needs. This process continues until finally self actualization needs are satisfied. According to Maslow the rationale is quite simple because employees who are too hungry or too ill to work will hardly be able to make much contribution to productivity hence difficulties in meeting organizational goals. This process of need for satisfaction continues from birth to death. This has led to the common phrase- "*Man is a wanting Animal*". A need is something that a person requires. Maslow argues that a satisfied need is no longer a motivator i.e it ceases to influence human behavior. It is the unsatisfied needs that control an individual's behavior possibly motivating him/her to act in a certain way.

2.3.3 Herzberg's Motivation Hygiene Theory or (Dual Factor Theory) 1968

Frederick Herzberg and his friends began their research into motivation during the 1950's examining the models and assumptions of Maslow and others. The result of this work was the formulation of the other new theory that Herzberg termed as the motivation hygiene theory (M-H) (Armstrong, 2001). The assumption of this theory can be summarized as follows; they developed two types of motivators, one type that results in satisfaction with the job, and the other one which merely prevents dissatisfaction. The two types are quite separate and different from one another.

Herzberg (1998) as reported by Mkaki (2010) called the factors which result in job performance motivators and those that simply prevented poor performance hygiene (Bhattacharyya, 2007). The factors that lead to good performance (the motivations) are: - Achievement, Recognition, job security, Responsibility, Advancement and Growth. The factors which may prevent dissatisfaction (the hygiene's) are: Company policy and administration, working conditions, Supervision, Interpersonal relations, Money/salary, Status and Security. The Hygiene's, if applied well, can at best stop poor performance and if applied poorly they can result in negative feeling about the job. Motivators are those things (factors) that allow for psychological growth and development on the job. They are closely related to the concept of self actualization, involving a challenge; provide opportunity to extend oneself to the fullest to taste the pleasure of accomplishment, and to be recognized as having done something worthwhile. Hygiene's are simply those factors that explain the conditions of work rather than the work itself. Herzberg's point is that if you want to motivate people, you have to be concerned with the job itself and not simply with the surroundings.

2.3.4 Alderfer's ERG Theory (Understanding Priorities in People's Needs)

The ERG theory as reported by Mkaki (2010), is a model that appeared to consider and extend the Maslow's theory. Alderfer categorized his theory in three groups that influences human behavior namely Existence, Relatedness and Growth. Three categories of human needs as stated by Alderfer are; Existence needs; this considered the first two levels of Maslow's hierarchy which is physiological and safety needs. Relatedness needs; this considered the second and third level of Maslow's hierarchy. Growth needs; this also takes some from Maslow's fourth level and the fifth level. That could be the desire to create, produce and complete meaningful tasks.

2.3.5 Expectancy Theory (Victor Vroom) 1964

Vroom developed a model that explains how individuals make decisions regarding different behaviors in the workplace (Cheatle, 2001) known as Expectancy theory, which states that, "an individual, tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual". It includes three variables or relationships. Expectancy theory tried to explain how the rewards leads to behavior change of an individual. The theory assumes that always people think about what they do against what they receive as a reward. Therefore expectancy theory explains that an employee will be willing to perform with a high level of effort when she/he believed that the work will lead to desired rewards. (Robbins et al, 2009). In this case, the theory explains well about the behaviors of employees who receive some incentives against the behavior of those who did not, which exactly lead to show negative or positive attitude.

2.3.6 Self-efficacy Theory- Albert Bandura 1982

Bandura's concept of self-efficacy has been found to be the most powerful regarding motivation effects on task performance (Locke & Latham, 2004). This refers to an individual's belief that he/she is capable of performing a task (Robbins et al, 2009: 222). Being high in self-efficacy the more confidence that worker will have in the ability to succeed in a task. So in difficult situations/environment, people with low self efficacy are more likely to reduce their effort or give up altogether, while those with high self efficacy will try harder to master and tackle the challenge. In addition individuals with high in self efficacy always take challenges to those negative feedbacks, while those with low in self efficacy are likely to fail to take challenges on the negative feedback. From all these theories it is clear that, motivation has its importance in order for the organization to perform.

2.4 Empirical Literature Review

In the current era, most companies are moving away from making "people fit the job" and moving toward making the "job to fit people" (Covey, 2002). In many aspects, jobs are being made to become more flexible so as to fit people. Workplaces are becoming more responsive but also reactive to employees requirements. Motivation is therefore considered to be the process of steering a person's inner drives and actions towards certain goals and committing his energies to realize these goals. Rewards that an individual receives are very much a part of the understanding of motivation. According to Wiley (1997: 265) as reported by Peter, (2010), at some point during our lives, virtually every person may have to work. He claims that working is such a common phenomenon that the question "what motivates people to

work is seldom asked. Wiley went on to say that “we are much more likely to wonder why people climb mountains or commit suicide than to question the motivational basis of their work”. Therefore, exploring the attitudes that employees hold concerning factors that motivate them to work is important in creating an environment that encourages employee. The main impetus for this study has been the supposition that motivation packages which many researchers terms it as compensation affect employees’ job performance.

The assumption is that these compensation packages when fairly provided have the propensity to impact on employees’ performance or get employees to do more of what they are doing (Colvin, 1998). Strong evidence exists to support the positive link between compensation packages and job performance. Samad (2007) & Oshagbemi (2000) found that employee’s satisfaction with their compensation packages often had a positive impact on their job performance. Stajkovic & Luthans (2003), in examining the meta-analysis of 72 Quartey and Attiogbe 4401field studies, shows that monetary incentives improved task performance by 23%, social recognition improved task performance by 17% and feedback elicited a 10% improvement. He further observed that all three types of compensation or rewards improved employee job performance by 45%. Therefore, it can be argued that compensation policies and strategies affect employee and organizational performance (Samuel et al, 2013). Besides, different studies have argued and found that compensation in general has a positive link with employee job performance; many empirical studies support the preposition that there is a significant positive effect of motivational packages of the organizational on employee’s performance. This sizeable body of empirical evidence further demonstrates that by providing

equitable, respectful and consistent compensation packages to employees it has a soothing effect on employees and organizational performances (Jamil and Raja, 2011). The above are empirical works carried out by different researchers in the areas of motivation and performance. However, the questions “what magnitude of performance variation can rewards motivation induce taking into consideration the argument and counter argument on the consequences of tying motivation to performance. It has been noted that one of the key differences between a high performance corporation and a mediocre one is based on the difference in the levels of motivation/incentive. Motivated staff is known to enjoy their work; as a result, they work harder, are more agreeable, more creative and are willing to go to the extra mile to meet client requirements.

Motivated people do not regard work as a duty, but they rather consider it a pleasure. Since motivation is one of the significant factors directly influencing the performance of staff, it comes as no surprise that the motivation of people is a major factor in managerial effectiveness that eventually translates into employee productivity. Some of the fundamental tasks of management are therefore to create a motivational climate/environment that enables and empowers employees to perform at high levels of efficiency and productivity. If people do not take out their work with concentration and eagerness, their company will not perform at its greatest level. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee. Ayobami, (2010) in his research about the influence of motivation on employees’ performance concluded that factors influence the performance with regards to work, firstly, it depends on the amount received and the amount the individual feels he or she should

receive, secondly, comparison to what others collect influences peoples performance, and thirdly, employees satisfaction with rewards received affects overall job performance, fourthly, people differ widely in the rewards they desire and in the value they attach to each, and the fifthly that, many rewards satisfy only because they lead to other rewards. In his study he use a survey research design where by upon testing the first hypotheses which states that there exist a significant relationship between motivation and workers performance, the result was significant. Supporting Ayobamis' fifth finding, Prasetya & Kato (2011) suggests that, indeed, the managers should consider the employees preferences of the rewards types to be more successful in motivating them, and should know that this evaluation is very important if they want to be successful in the human resource development of their companies.

In the study carried out by Jibowo (1977) on the effect of motivators and hygiene on job performance among a group of 75 agricultural extension workers in Nigeria. The study basically adopted the same method as Herzberg and it shows some supports for the influence of motivators on job performance. Judging from all these empirical studies and findings, one may generally conclude that a good remuneration package, which ties financial rewards to individual performance, can be expected to result in higher productivity.

Wood (2004) investigated the correlation between various workers attitudes and job motivation and performance using 290 skilled and semi-skilled male and female paper workers. The study revealed that highly involved employees who were more intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of performance. They depended more on intrinsic rewards

as compared to those who were more extrinsic in orientation. Also, in a related study, Kulkarni (1983) compared the relative importance of ten factors such as pay and security, etc which are extrinsic to the job, and other intrinsic factors like recognition, self esteem and responsibility among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two extrinsic factors adequate earnings and job security as the most important.

Also, it was found that there were no consistent trend between the findings of this study and similar studies using blue-collar workers, except in ranking of adequate earnings and job security. Likewise there is a strong belief that, as long as employees accept or are satisfied with the performance appraisal system or when performance is properly managed, performance appraisal will be positively related to work performance (Bard, 2006). If any person has to come up with the question that is there any need for employees motivation? The answer of course should be simple that the basic survival of every organization is it public or private limited before today and in foreseeable future lies in how well its workforce is motivated to meet the objectives of the organization (Peter, 2010). However, there are some studies which their results are inconsistency with the above findings. Following the results by Deci (1972), workers do not like to feel that they are performing their task for money or rather because they are motivated. Also Then comes another question that how can you measure the performance of an employee who is either motivated or not. In Tanzania, OPRAS has been used as a tool for managing employees

performance since 2004. It is the tool which aligns the objectives of the individual officer with that of the department/ division/ unit/section (Benson, 2011).

2.5 Conceptual Framework

In motivating employees the major yardstick used to measure satisfaction is the employee performance. The conceptual framework underneath indicates that there is a relationship that exist between employee motivation initiatives and employee performance standard. Therefore the conceptual framework was built to explain the co-existence of these variables i.e Independent (i.e motivation aspects) and dependent (employee performance) variables. In addition moderating variables assisted to modify the way that the independent variables affected the dependent.

The selection of research variables that were analyzed in this research depends largely on the research objectives and research questions presented. Employee motivation initiatives in the organization like Mbeya Regional Commissioner's Office (RC's Office) are said to enhance an employee performance. If the motivation initiatives are too weak and have many gaps such that they fail to address and meet employee expectations then they become a source of dissatisfaction and ultimately employees will perform poorly.

Organization should make every effort to address employee's expectations by offering them excellent motivation strategies. If the human resource policies have gaps and are not employee focused, these staff will be dissatisfied and will eventually perform poorly. In the same line if the employee motivation strategies are well packaged, employees will be satisfied and they will do their best to fulfill the

organizational objectives. Consequently conceptual framework is illustrated in the Figure 2.1. Each of the independent variable has an effect on employee performance, depending on the priorities of individual staff.

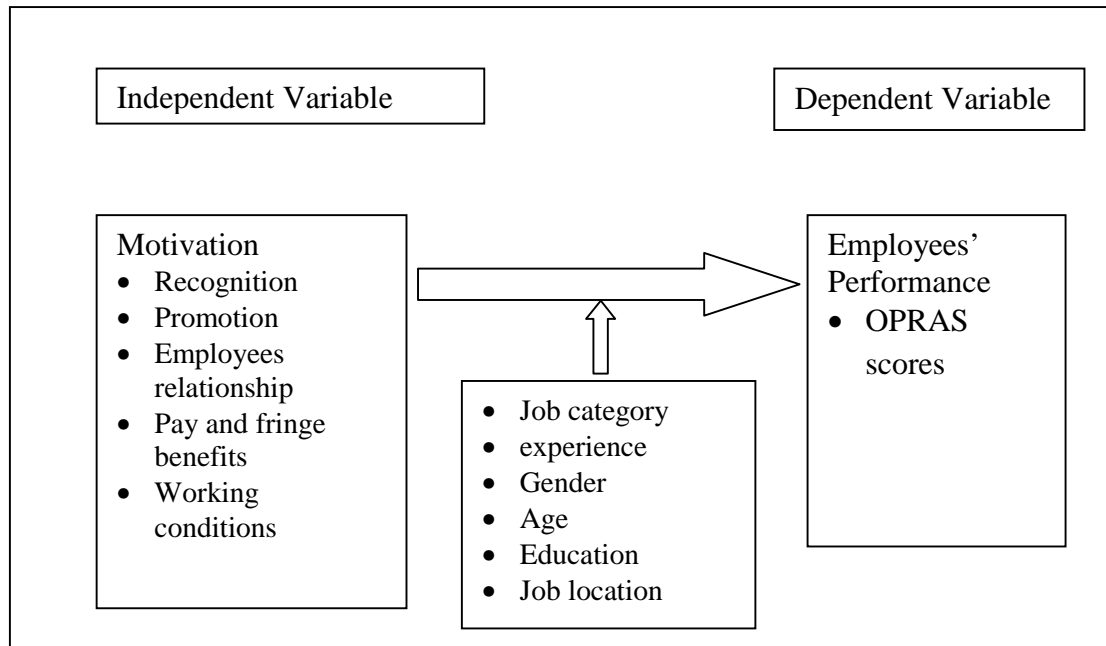


Figure 2.1 Conceptual Framework

Source: Researcher's Conceptualization, 2014

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter presents methodology that was used in carrying out this study. It describes variables and measurement procedures where by the researcher explains the procedures which was used to measure the data, section 3.5 describes data collection procedures, section 3.6 is reliability and validity and section 3.7 describe data processing and analysis.

3.2 Research Design

The research design is the conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004). The study adopted a descriptive quantitative research design. It is also non-experimental because there will be no manipulation of independent variables. It utilizes a deductive approach because the researcher formulated hypotheses which need to be tested in order to be confirmed or rejected. Also a cross – sectional survey strategy was used in this research where by a structured questionnaire was administered across a sample of employees in the Mbeya Regional Commissioners Office.

3.3 Sampling Design

3.3.1 Area of study

The study was conducted in Mbeya Regional Commissioner's Offices departments at the headquarters and the Regional hospital. The researcher is one of the Mbeya

Regional Commissioner’s Office employees and so was able to collect data from all the departments cost effectively.

3.3.2 Population of the Study

According to the Personal Emoluments document (PE) of 2011/2012, Mbeya Regional Commissioner’s Office which includes the HQ, the Regional Hospital and the District Commissioners offices comprise up to 350 employees and therefore the subjects of the study was drawn from this Population. Distribution is shown in Table 3.1

Table 3.1 Employees Distribution

Employee Category	Sub-categories	No.
Head of departments	AASs’	8
	DASs’	8
Technical advisors		25
Medical Staff	(i) Medical Doctors	38
	(ii) Nurses	150
	(iii) Medical Attendants	65
Supporting staff		56
Total		350

3.3.3 Sample Size and Sampling Procedures

Within a quantitative survey design, determining sample size and dealing with non response bias is essential. Holton & Burnett (1997) as reported by Daudi & Mawoli, (2011) comments that, “One of the real advantages of quantitative methods is their ability to use smaller groups of people to make inferences about larger groups that would be prohibitively expensive to study”.

The Mbeya Regional Commissioners Office has 16 departments and 350 employees. Consequently, Guilford & Flruchter (1973)’s formula for estimating sample size will

be applied to determine the study sample (Mawoli & Abdulahi, 2011). Thus

$$N = \frac{350}{1 + \alpha^2 + (0.7)^2} = \frac{350}{1 + 0.49} = \frac{350}{1.49} = 234.89 \approx 235$$

Where: N = study sample; and α = alpha (0.7) which is used to measure the internal consistency.

Therefore the subjects of the study were 235, which represent 67% of the population. Since the employees of the Mbeya Regional Commissioners Office can be conveniently divided into strata of departments, stratified random sampling was applied in selecting the employees to form the study sample size. Specifically, 235 respondents were proportionately selected from each department. Peretomde (1992) and Owojori (2002) as reported by Mawoli & Abdulahi, (2011) maintain that, a sample size that is not less than 10% of the study population is a good representative of the population. The medical staff according to the nature of their job scheduling has got three strata where by the researcher used convenience sampling while in other departments targeted 100%. The selection of the subjects was done in such a way to include all categories of worker (senior staff and junior staff). This was done in anticipation that such a sampling of subject would provide the necessary variety of information required in this study.

3.4 Variables and Measurement Procedures

The dependent variable in this paper is the employee performance which was measured by using 2012/2013 OPRAS records of the subjects (respondents). The independent variable is the motivation level, where attitudes towards different aspects of motivation like good working condition, promotion, employee relations, recognition, pay and fringe benefits were measured by a series of statements.

Respondents were asked to rate the extent of their agreement to each of these statements on a rate of 1-5 points where Strongly agree = 5, Agree =4, Neutral =3, Disagree = 2 and Strongly Disagree = 1. Respondents' scores were used as surrogate for their attitudes towards each aspect of motivation. These were aggregated into total scale score and used as individual motivation level. Also there were control variables which were assumed to have an influence on the expected relationship between motivation level and performance. These included the following: job location, age, gender, job position, experience and the level of education. The measure of age consisted of 5 categories ranging from 1= below 30 years to 5= 61 and above. Gender was measured as a dichotomous variable coded such male and female were coded 1 and 2 respectively.

Three job positions were identified and coded as 1= operational position, 2= technical position and 3 = managerial position. Education level was another variable and was divided into 4 categories ranging from 1= secondary level and below to 4= post graduate. Another control variable was experience which was measured using 4 categories ranging from 1- below 3 years to 4 above 10 years, and the last control variable was the office location which was measured in 3 categories ranging from 1= headquarters and 3= regional hospital.

3.5 Data Collection Instrument and Procedures

The researcher collected primary data directly from the field. The main way of collecting primary data was by using questionnaires with close ended questions. The questionnaires were designed to have four parts: Part A was introduction and objectives of the questionnaire. Part B was about demographic and other employee

characteristics. Part C was to collect data on employees attitudes towards various statements identified to capture motivation level and Part D was appreciation. The researcher also collects secondary data. The secondary data for this study was 2011/2012 OPRAS forms which were obtained from the respondent's files in the registry. An OPRAS score for each respondent was obtained. To facilitate this, the questionnaire was pre-coded in a manner that it could be matched to a specific respondent.

3.6 Reliability and Validity

To test for reliability, a researcher used a scale test using SPSS software. Scale test is a technique used to test the reliability of an instrument. The test returns the Cronbach's alpha which is used to assess internal consistency. A Cronbach's alpha coefficient of 0.7 is an indication of the presence of high reliability. In the view of the Holy & Miskel (1991), the Cronbach Alpha () measure of internal consistency is useful when measures have multiple scored items such as attitudinal scale Anthony (2012). Validity is described as the degree to which a research study measures what it intends to measure. In this study, the researcher pretested the questionnaire on 10 employees selected from the population. These were then excluded from the sampling frame.

3.7 Data Processing and Analysis

3.7.1 Data Processing

The researcher ensured that the questionnaires were properly filled (accuracy and consistency). Responses were assigned codes to enable data inputting into an SPSS spreadsheet. This applied to all variables with either nominal or ordinal measure e.g.

gender and education respectively. The 2011/12 OPRAS forms were obtained from the respondents' files from the registry. An OPRAS score for each respondent was obtained. The scores ranged from 1-3 where 1 represent best performer and 3 represent poor performer. This is in accordance to how the OPRAS scores work in government organizations. The descriptive analysis concerned the analysis of the study's descriptive data regarding the demographic characteristics of the participants. The purpose of those analysis was to show the basic features of the data through descriptive measures such as frequency distributions, Graphs, Cross tabulation, means, and bar charts. In this section, confirmatory data analyses were presented to cover inferences regarding the phenomena for which the sample data was obtained (Weiss, 2005). In this study, descriptive statistics such as frequency, mean, mode and standard deviation was used to assess the level of attitude of employee towards motivation, while the dependent variable was the employee performance. Regression models show how dependent variable is related to independent variables and the error term.

$$Y = S_0 + S_1X_1 + S_2X_2 + S_3X_3 + S_4X_4 + S_5X_5 + S_6X_6 + S_7X_7 + S_8X_8 + v$$

Where by Y= Employee performance, β_0 = Intercept and $\beta_1 - \beta_8$ are coefficients to measure the effects of independent and control variables on dependent variable; where;

X_1 = Composite score of motivation, X_2 = Job location, X_3 = Job position,

X_4 = Age, X_5 = Gender and X_6 = Experience

Hypothesis testing methodology used sample data to determine whether a null hypothesis is true. Confidence in rejecting the null hypothesis depends on the alpha

level, the level of significance or the probability of rejecting the true hypothesis (Gujarati, 1995). Alpha level chosen in research are usually 1.0 percent, or arguably at 10.0 percent. In this study a 0.5 percent significant level is chosen, thus there is a 5 percent chance of incorrectly rejecting the null hypothesis.

CHAPTER FOUR

4.0 FINDINGS AND DISCUSSIONS

4.1 Overview

This chapter presents and discusses the findings obtained from the analysis of field data. The purpose of this study was to assess the employees' motivation and its effects on their performance. The study was guided by the following research questions:-

- (i) What is the performance of employees and how does it vary across job and individual characteristics?
- (ii) What is the motivation level of employees and how does it vary across and individual characteristics?
- (iii) Is employees' performance related to their motivation levels?

The chapter is organized as follows: Section 4.2 presents descriptive statistics of the sample aiming at showing the job and individual characteristics of the respondents. Section 4.3 presents findings about the analysis of employees' performance as captured by OPRAS scores. Section 4.4 presents findings of the analysis of employees' motivation. Section 4.5 presents the findings from the analysis of the relationship between employees' performance and their motivation. Finally, Section 4.6 discusses the findings.

4.2 Characteristics of Respondents

The results show that, the majority of the respondents were aged between 31 and 40 years (41%) followed by those who were aged between 41 and 50 (32%). So it is clear that the group of 31-40 years was larger than other groups and the organization

needs to put more efforts to this group which seems to be more productive. By so doing, it will improve its future performance. Gender wise, the descriptive results indicated that, 64.3% of the personnel were males while the remaining 35.7% were females. This also indicates that, the study was dominated by males. According to level of education 36.5% of employees have secondary level and below, 41.0 % are certificate and diploma holders and 16.5% have got degrees while only 6% have post graduate qualification. This may be taken as reflective of the job cadres in hospitals and local government offices.

The respondents were also asked to indicate in the questionnaire their job position and the results show that 18.1% of respondents were Managers, 32.5% were in technical position and 49.4% were operational. This also was an indication that, most of the respondents in the study were from operational cadre, followed by technical staff and the last were managers. This can be because of the nature of jobs that managers are always few depending on the number of departments, etc.

The researcher also was interested to know the working experience of the respondents with the Mbeya RC's office and therefore required them to indicate in the questionnaire and the results show that, those who have been in the organization for 3 years and below were only 1.6% and those with 3 – 6 years experience were 30.1%. Majority of them have been there for 6-10 years and they were 58.2% while above 10 years were only 10.0%. Table 4.1 presents characteristics of respondents according to age, gender, level of education, job position and work experience.

Table 4.1 Sample Characteristics

	Frequency	Percentage
Age		
30 years and below	47	18.9
31-40	102	41.0
41-50	81	32.5
51-60	19	7.6
Gender		
Male	160	64.3
Female	89	35.7
Education		
Secondary and below	91	36.5
Certificate and diploma	102	41.0
Degree	41	16.5
Post- graduate	15	6.0
Job position		
Managerial	48	18.1
Technical	81	32.5
Operational	123	49.4
Work experience		
3 years and below	4	1.6
3-6 years	75	30.1
6-10 years	145	58.2
Above 10 years	25	10.0

Source: Field data 2014

4.3 Research question one: What is the performance of the employees and how does it vary across job and individual characteristics??

The researcher used the 2011/12 OPRAS scores of the respondents from their files. The aim of using these forms was to find out how do employees perform as per OPRAS forms. It is important to note that the OPRAS forms used by RC's office are structured in a way that those who perform very well are ranked 1 implying "very good" performance, followed by those who perform well and are ranked 2 implying "good" performance, and finally those who did not perform well are ranked 3

implying “poor” performance. The results of the analysis of these scores are presented in Table 4.2.

Table 4.3 Analysis of employees performance (OPRAS SCORES)

	N	Min	Max	Mean	S.D.	F	p-value
Total sample	249	1	3	1.86	0.612		
Job location(249)						8.016	0.000
HQ	104	1	3	1.73	0.544		
District	49	1	3	2.14	0.612		
Reg. hospital	96	1	3	1.84	0.638		
Job position(249)						12.796	0.000
Managerial	45	1	3	1.51	0.549		
Technical	81	1	3	1.80	0.534		
Operation	123	1	3	2.02	0.627		
Age(249)						1.312	0.271
<30 years	47	1	3	1.96	0.588		
31 - 40	102	1	3	1.86	0.598		
41 - 50	81	1	3	1.84	0.614		
51 - 60	19	1	3	1.63	0.597		
Gender						0.035	0.852
Male	160	1	3	1.85	0.596		
Female	89	1	3	1.87	0.643		
Education						1.317	0.269
<secondary	91	1	3	1.90	0.63		
Cert & Dipl	102	1	3	1.88	0.618		
Graduate	41	1	3	1.78	0.571		
Postgraduate	15	1	3	1.60	0.507		
Experience						0.818	0.485
<3 years	4	1	3	2.00	0.816		
3 – 6 years	95	1	3	1.81	0.586		
6 – 10 years	145	1	3	1.90	0.632		
> 10 years	25	1	3	1.72	0.542		

Source: Field data 2014

The results in Table 4.2 demonstrate that, on average, employees scored 1.86 with a standard deviation of 0.612. From the ANOVA analysis, the Table shows that performance scores are statistically significantly different across job locations at 0.01 level ($p < 0.01$) and also across job positions ($p < 0.01$). Variances of the mean scores were not statistically different from each other (Levene statistic = 0.237; $p = 0.789$). A post-hoc test revealed that employees of Mbeya districts performed significantly

better than those at the headquarters with mean difference of .412 ($p < 0.001$) and those at regional hospital with mean difference of .299 ($p < 0.05$). ANOVA results show statistically differences in the mean OPRAS scores across job positions ($F_{(2)} = 12.796$; $p < 0.001$). variances are not significantly different across job positions (Levene statistic = 1.648), $p = .195$). A Post-hoc test reveals that operational cadre significantly performed better than the managerial cadre with mean difference of 0.505 ($p < 0.001$) and than the technical cadre with mean difference of 0.214 ($p < 0.005$) using Turkey HSD test. Technical cadre also performed significantly better than the managerial cadre with mean difference of 0.791 ($p < 0.005$). Other variables like age, gender and education show no statistical significant differences in the mean scores across respective group categories.

4.4 Research question two: What is the motivation level of employees and how does it vary across job and individual characteristics?

The study also sought to understand the motivation levels of employees in the RC's office. Respondents were given a scale with 31 items designed to represent different aspects of motivations and were asked to rate the extent to which they agree with the itemized statements. The levels of agreement ranged from 1 which strongly disagree with the statement to number 5 strongly agree with the motivation statement. The items were structured to capture employees attitude towards selected five aspects of motivation namely Pay and fringe benefits, promotions, recognition, employees' relationship and working conditions. Table 4.3 presents the results.

Table 4.4: Motivation Levels

	N	Min	Max	Mean	S.D.	F	p-value
All items	249	49	104	86.49	13.72		
<i>Job location</i>						0.474	0.621
HQ	104	49	104	86.57	14.39		
District	49	51	101	84.88	13.72		
Reg. Hospital	96	51	101	87.23	13.16		
<i>Job position</i>						0.367	0.693
Managerial	45	49	99	85.00	14.50		
Technical	81	50	103	87.19	13.87		
Operational	123	51	104	86.58	13.50		
<i>Age</i>						0.161	0.923
< 30years	47	55	100	87.47	13.33		
31 - 40	102	50	103	86.19	13.67		
41 - 50	81	50	101	86.63	13.58		
51 - 60	19	49	104	85.11	16.83		
<i>Gender</i>						0.035	0.851
Male	160	49	104	86.61	13.80		
Female	89	50	101	86.27	13.78		
<i>Education</i>						0.067	0.977
<secondary	91	51	101	86.38	13.28		
Cert & diploma	102	50	101	86.42	14.09		
Graduate	101	55	103	87.24	13.41		
Postgraduate	15	49	104	85.53	16.57		
<i>Experience</i>						0.167	0.918
<3 years	9	60	101	86.50	18.16		
3 – 6 years	75	51	103	85.64	14.05		
7 –10 years	145	50	101	87.00	13.43		
>10 years	25	49	104	86.08	14.93		

Source: Field data 2014

Results in Table 4.3 show that all items have a mean score of 86.49 at Standard deviation of 13.72 and this was the average across all 31 items of motivation. Due to these results it shows that, there is no evidence that there are mean differences in motivation levels across categories of all variables. This can be revealed from the p values of all categories which are greater than 0.05. ($p > 0.05$). Therefore, there are no statistically significant differences in mean scores of motivation across group categories in each of the sample characteristics, namely job location, job position, age, gender, education and experience.

4.5 Research question three: Is employees' performance (OPRAS scores) related to the employees' motivation levels?

To test for the relationship between OPRAS scores and motivation and the control variables a multiple regression analysis technique was used with OPRAS scores as the dependent variable and total motivation scores as the independent variable. The rest of the variables were then included in the model as control variables. The main hypothesis tested here was H_0 There is no relationship between employees' performance scores and attitudes towards motivation. It was therefore expected that the coefficient B_1 would be about zero ($S_1 = 0$). Results of the analysis are presented in Table 4.4.

$$Performance = S_0 + S_1 Motivation + S_2 Joblocation + S_3 Jobposition + S_4 Age + S_5 Gender + S_6 Experience + v_t$$

Table 4.5: Multiple Regression Analysis

Parameters	B	F	T	p-value
Constant	2.252		9.143	0.000
Motivation	0.005		-1.629	0.105
<i>F</i>		2.655		0.105
<i>R-square</i>	0.011			
Constant	1.880		4.703	0.000
Motivation	-0.005		-1.816	0.071
Job location	-0.028		-0.468	0.640
Job position	-0.253		4.400	0.000
Age	0.004		0.070	0.944
Gender	-0.004		0.046	0.963
Education	-0.027		0.416	0.678
Experience	-0.029		-0.425	0.671
<i>F</i>		4.168		0.000
<i>R-square</i>	0.108			

Source: Field data, 2014

Table 4.5 shows that motivation alone is only able to explain 1.1 percent of the variability in OPRAS performance scores (R -square = 0.011) and the model is not significantly able to explain the variability ($F = 2.655$; $p = 0.105$). However, when the

other variables are included in the model, the results now show that all the variables together can explain 10.8 percent of the variability in the OPRAS scores (R-square = 0.108) and the model is capable of doing so significantly ($F = 4.168$; $p = 0.000$). The results also show weak evidence that performance scores are negatively related to motivation levels. The coefficient is -0.005 ($t = -1.816$; $p < 0.10$). Results also show that performance scores are statistically negatively related to job position - the coefficient is -0.253 ($t = 4.400$; $p = 0.000$). The direction of the relationships may be due to the way the performance scores are designed where low scores refer to better performance.

4.6 Discussion

The focus of the study was to find the effects of employees' motivation on their performance. Since the results show that motivation alone cannot have an effect on the performance of the employees of the RC's office, it means that there are other variables which contribute to the performance of the employee. These results are consistent with the results by Mohamed & Anwar (2012) which indicate that, motivation alone cannot have an effect on the performance. The results also showed the weak evidence that, performance scores are negatively related to motivation levels. This can be due to how the appraisal is measured at the RC's office, that, the highest rank is 1 and the lowest is 3. This finding is inconsistent to the most of empirical literature since renowned scholars like Oshagbemi (2000), Samuel et al (2003) and Jamil & Raja (2011) who have attested to the positive correlation of motivation and work performance. However the opposite results may be attributed to the differences in how performance was measured. According to the results, since there must be included other variables in order for the model to be able to explain

significantly the variability. It was found that, demographic variables like age, gender, level of education and work experience have no significant effect to the performance of employees of the RC's office. These results are consistent with the results of Crawford (1988) who reveals that age and gender have no effect on performance, while Gayatri (2012) among other variables find experience to have significant positive relationship on performance and so to be inconsistent with the results of this research.

Moreover, the results also show that, job position and job location have significant effect on the performance. Employees at the district offices performed significantly more than those at Headquarters and Regional hospitals. Employees in the operational cadre performed significantly more than those in managerial and technical cadre while those in technical cadre also performed significantly better than those in the managerial cadre. These results are consistent with the results of Anthony (2012), where job position and location have a significant effect on performance.

From the above discussion it shows that, motivation in the RC's office does not have much effect on the performance of employees but rather the difference in performance is caused by other variables which are control variables. As stated above, other variables like age, gender and work experience do not affect performance but variables like job position and location do. This can be caused by working environment that, employees from headquarters and Regional hospital on the part of job location. Therefore the organization should make efforts to improve the working environment at the headquarters and the Regional hospital so that the performance could be raised. Also on the part of job position, operational cadre seem

to perform higher than other cadres despite the fact that these cadre receives less or no incentives like housing allowance, utility allowances, something which other cadres receive. What makes them to perform better is a subject for future studies. It is the high time for the government to put more efforts to improve motivation of operational cadre so as to tape their desire to perform better.

CHAPTER FIVE

5.0 CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

The research was about employees' motivation and its effects on their performance and it was carried out in Mbeya at Mbeya RC's office which comprises with the RC Headquarters, Regional Hospitals and the District Administrative Secretary's offices. The study involved 249 respondents who were selected randomly from their departments. The researcher used both primary (motivation) and secondary data (OPRAS scores). Data on motivation was measured by a 31- item scale through a questionnaire. Job and individual characteristic data was also collected on job position, job location, age, gender, education and experience. Descriptive regression analysis and ANOVA techniques were used to analyse the data. This chapter presents conclusions, recommendations and areas for further studies.

5.2 Conclusion

The study's main objective was to assess the employees' motivation and its effects on their performance. The results showed that, there is weak evidence that performance rating is negatively related to motivation levels. The employee seems to perform better especially the operational cadre. Technical cadre also performed significantly better than managerial cadre. Employees at the district offices performed better than those at the headquarters and at regional hospital. Job position was also found to affect performance significantly.

5.3 Recommendations

Variability in performance scores is not explained by motivation levels but job positions and job location. Operational cadre performed significantly better than other cadres. It is recommended therefore, efforts be made to harness this power.

Employees at the district offices performed better than those at headquarters and Regional hospitals. It is recommended therefore the Regional Secretariat take steps to look into various aspects of jobs at these two centers so that employees are motivated to devote more efforts on their jobs.

5.4 Areas for Further Studies

Future studies should be carried out on factors that determine employee performance. Results suggest that, motivation is not. So what else can explain the observed variation in OPRAS scores? Moreover the findings are limited to only one Regional Secretariat. It could be interesting to include more of the remaining over 20 Regional Secretariat to see whether motivation does explain employees' performance.

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APPENDICES

QUESTIONNAIRES

PART A: INTRODUCTION

My name is Laurencia Callist Njau. I am pursuing a Masters degree in Human Resources Management (MHRM) at the Open University of Tanzania. I am presenting to you these questionnaires which I prepared for the purpose of getting the information about the employees attitudes towards motivation and its effects on their performance. You have been sampled as a person qualified to provide the required assessment. I undertake to maintain high level of confidentiality in the information you provide and that it will be used for the purpose stated herein only.

PART B: DEMOGRAPHIC INFORMATION

1. What is the location of your office?
Head quarters
District
Regional hospital
2. What is your position?
Managerial
Technical
Operational
3. What is your age?
Below 30 years
31 – 40 years
41 – 50 years
51 – 60 years
61 and above
4. What is your gender?
Male

Female

5. What is your highest level of education?

Secondary level and below

Certificate and Diploma holder

Graduate

Post graduate

6. How long have you been working at Mbeya RCs Office?

Below 3 years

3 – 6 years

6- 10 years

Above 10 years

PART C: MOTIVATION

Please indicate the level of your agreement or disagreement with the following statements where number 1 will represent **strongly disagree**, number 2- **disagree**, number 3- **Neutral**, number 4- **agree** and number 5- **strongly agree**.

1	Pay and fringe benefits	1	2	3	4	5
a	I am satisfied with my wages					
b	I am satisfied with my total benefits package					
c	My fringe benefits are not paid timely					
d	My employer does not pay some of my benefits					
e	My benefits are not based on my OPRAS scores					
f	I've never receive any reward after performing higher in the OPRAS					
g	I've no any allowances apart from my monthly salary					
2	Promotion	1	2	3	4	5

a	My performance is treated fairly					
b	Promotions in the organization are based upon qualification and not performance					
c	I am satisfied with the carrier development opportunities at my organization					
d	My organization provides fair promotion opportunities					
3	Recognition	1	2	3	4	5
a	I feel little sense of loyalty towards my organization					
b	My ideas and opinions counts at work					
c	I am treated fairly regardless of my gender					
d	My supervisor does not involve me in decisions that affects my work					
e	My work does not be recognized.					
f	My supervisor is not sympathetic about my personal problems					
g	I trust the leadership of my organization					
h	My supervisor provides adequate supervision					
i	My carrier is underutilized					
4	Employees Relationship	1	2	3	4	5
a	Information flows openly between management and employees					
b	I am satisfied with the relationship with my co – workers					
c	I am not satisfied with the relationship with my supervisors					
d	I can communicate freely and openly within the organization					
e	I am enjoying going to work					
	Working conditions	1	2	3	4	5
a	I am not satisfied with the working conditions					

b	I do not have enough materials and equipments to do my job					
c	My office does not allow me to work freely					
d	My superior is aware of my personal problems whenever arises					
e	Most employees in my organization enjoy their work					
f	My superior provides an environment in which I feel safe and secure					
g	My organization does not have any systematic motivation system					

Part D. APPRECIATION

Thank you for taking your time to fill this questionnaire and God Bless you!!!!