

**THE ROLE OF PUBLIC INSTITUTIONS IN ENCOURAGING OUTCOME  
EMPLOYEE INNOVATIONS IN TANZANIA: A CASE OF INSTITUTE OF  
SOCIAL WORK**

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

**2015**

**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: **“The Role of Public Institutions in Encouraging Outcome Employee Innovations in Tanzania”** in partial fulfillment of the requirements for award of Master Degree in Human Resources Management of the Open University of Tanzania.

.....

Dr. SalielKanza

(Supervisor)

.....

Date

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**DECLARATION**

I, **Remidius Martin Leonard**, do hereby declare that this dissertation is my own original work and it has not been presented for a similar or any other award to any other University.

.....

Signature

.....

Date

**DEDICATION**

This dissertation is dedicated to my parents Mr. and Mrs. Leonard Mutashaba and family, my wife ErreswiderMkundeRemidius, my son Edgar Buberwa and daughters Angel Tumusiime and Marystella Peter.

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**ABSTRACT**

Encouraging outcome employee innovations has not been given much attention by many organizations. Similarly, few studies in sub Sahara countries have been conducted in this area and incorporated customers and employees satisfaction. This study contributes that public organizations have a role to play in encouraging outcome employee innovative ideas to add value to existing knowledge. The overall study objective examined the role of public institutions in encouraging outcome employee innovations and its consequences on customer and employee satisfaction. The researcher's understanding was guided by two crucial theories motivation and leadership in generating techniques and styles used by organizations. A cross sectional quantitative strategy was employed; data were systematically collected from (44) respondents using a structured and self administered questionnaire. Data were analyzed using descriptive statistic technique basing on study objectives and the research questions. Finding revealed that (n= 44, 100%) respondent agreed that motivation encouraged customer satisfaction. On motivation tools used, (n= 32, 72.8%) respondents agreed that technological change was a crucial tool. About leadership techniques used; (n=36, 81.8%) respondents accepted that influence technique was most useful while on outcomes of encouraging innovative ideas (n=40, 90.9%) had a view that employee morale as well as productivity were applicable. The study proved that public institutions encouraged outcome employee innovations. However, further studies on the same topic are crucial because of the continuing changing global environment and drastic changes in public institutions.

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## **LIST OF ABBREVIATIONS**

CSC	Client Service Charter
FBM	Faculty of Business Management
ISW	Institute of Social Work
MHRM	Master in Human Resource Management
OUT	Open University of Tanzania
PhD	Doctorate of Philosophy
PG	Page
SAP	Structural Adjustment Programme
SPSS	Statistical Package for Social Science

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Introduction**

This chapter provides background information and arguments for justification of undertaking the study on the role of public institutions in encouraging outcome innovations for the sake of satisfying customers and employees. In this Chapter the researcher first traces and then presents the background information and magnitude of the problem in organizations. Thereafter, the chapter presents the statement of research problem, study objectives, research questions and rationale of undertaking the study. Finally is the organization of the thesis.

#### **1.2 Background to the Problem**

Outcome employee innovations are increasingly receiving considerable attention in the contemporary business world. There are evidences from Hamel, (2000) providing that it has been addressed theoretically by scholars but put into practice by many public institutions. The practice demonstrated by the practitioners has revealed that both customers and employees are dissatisfied by public institutions initiatives in encouraging outcome employee innovations thus necessitating the need of reform strategy towards outcome oriented practice.

Based on the above highlight, (Borins, 2001) in his example proved that since 1980's the global world experienced a wind of reforms in many public sectors initiated by the Structural Adjustment Programmes (SAP) with the aim of encouraging outcome employee innovations to satisfy service delivery to both employees and customers. In

2010 Tanzania for example, established the National Client Service Charter as a product of the initiated reforms being directed at satisfying both employees and customers. It was expected that satisfying customers and employees, would lead the public organizations to achieve positive outcomes in terms of productivity, customer and employee retention, managing risk and crisis, and the like. But from that stance to yet, these are in vain.

To maintain the required service delivery standard and uniqueness in the society, public institutions need to embark on encouraging outcome employee innovations (Borins, 2001). This task is not easy because it is well known that public institutions operate within the complex environment overwhelmed with the political legacy inherited over a long time thus altering the true practice of outcome employee innovations. Therefore, this requires the institutions to develop different productive strategies that will lead into satisfying both customers and employees expectations. The question arising is that what should be the role of public institutions in encouraging outcome employee innovations under the political legacy?

In additional (Borins, 2001) provide evidence that encouraging outcome employee innovation move in hand with the budgetary sufficiency. What happens in public institutions is budgetary slack of which are pre-determined, politicized and inflexible as compared to private institutions. This raises a question on whether do public institutions play any role in encouraging outcome employee innovations.

According to Borins, (2001); Yukl, (2002); Basadur, (2004); Merx-Chermin and Nijhof, (2005); and De Jager et al;( 2013), there is no way to which an institution can

encourage outcome employee innovations without stressing on developing a business model to allow employees generate new ideas or innovative behavior as well as the ways in which these can be implemented. The generated ideas which are implementable are vital to productivity which leads into both employees and customer satisfaction.

The purpose of encouraging outcome employee innovations by the organization is to maintain the unique position of business in terms of productivity thus leading into employees and customer satisfaction. This makes the organization to take a win-win business lead as compared to its competitors. It is through various strategies in which both employees and customers may be retained and hence the institutions' long live in business. In maintaining this status, organizational flexibility in employee and leadership interaction is necessary. Apart from outcome employee innovation pillars which include environment, motivation and leadership should be of great priority in business implementation.

Although (Merx-Chermin, and Nijhof, 2005) proved the fact that the concept of outcome employee innovations goes back to 1950's when various organizations faced uncertainty business environment which caused employees and customer dissatisfaction, it is still valid thus making institutions to look for different strategies to ensure quality and efficient satisfaction of employees and customers in service delivery. In the same view, organizations are faced by globalization challenges associated with fierce competition, technological advancement and changing of employees and customer demand of which require outcome innovations. The question to be examined is on the role of public institutions in ensuring outcome

employee innovations to satisfy employees and customers. The researcher decided to conduct this study at the Institute of Social Work one of the experienced public academic institution for more than 40 years due to the nature of the study.

### **1.3 Statement of Research Problem**

The trend of service delivery by public institutions has been deteriorating because of poor performance associated with both employee and customer dissatisfaction. Also, it has made customers and employees to raise queries on the credibility of public organizations in the country as far as public services provision and productivity are concerned.

Despite of the fact that public institutions have made several attempts to improve the quality and standard of service delivery for instance establishing the client service charters, but the practice shows that outcome in service delivery and customer satisfaction as well as productivity are still below the customers' expectations. Under the increasing competitive age of today's business, productivity leading into employee and customer satisfaction are the main focus in many organizations.

Studies that have been conducted by (Hamel, 2000; Borins, 2001; DeJong and Den Hartong, 2007) supported the idea of encouraging outcome employee innovations by organizations. Since outcome employee innovations link with productivity which enables the organization to satisfy customers and employees, it is crucial to all organizations being public or private.

Therefore, it is imperative to carry out a study on the role of public institutions in encouraging outcome employee innovations. As maintained by (Borins, 2001;

Hormiga et al, 2013) both public and private organizations face turbulent and uncertain environment. These organizations need to culminate ways to manage uncertainty in order to improve productivity and thus satisfy employees and customers.

De Jager, et al; (2013), added that the uncertainty environment is created by the growth of different competitors who perform other's task causing the organization to lose business hegemony. On one hand, it was realized by (Borins 2001; Merx-Chermin and Nijhof, 2005) that if strategies to encourage outcome employee innovation are not imposed by the organization, it is obvious that the organization will lose both Gross Domestic Product from 20.9% to 14.4% , valuable customers and employees, and revenues from 90% to 50% and the trend continues until it dies.

On the other hand, Yukl ,(2002) revealed that encouraging outcome employee innovations is effective when the organization is on the frontline of motivating employees and demonstrating acceptable leadership that can influence and accommodate innovative ideas. Since studies addressing the role of public institutions in encouraging outcome employee innovations were lacking in the Tanzania, the present study sought to investigate the role of public institutions in encouraging outcome employee innovations.

Therefore, the overall study question was; do public institutions play any role in encouraging outcome employee innovations which is an important attribute in improving productivity and satisfying employees and customers in the organization?

## **1.4 Research Objectives**

### **1.4.1 General Objective**

The general objective of the research study is to examine the role of public institutions in encouraging outcome employee innovations and its consequences on customer and employee satisfaction with special attention given to public institutions in Tanzania.

### **1.4.2 Specific Objectives**

- (i) To determine the extent to which motivation encourage outcome employee innovative ideas and its effect on customer and job satisfactions.
- (ii) To explore how leadership encourage outcome employee innovations and its effects on customer and employee satisfaction.
- (iii) To determine the outcomes of encouraging employee innovative ideas to the organizations.

## **1.5 Research Questions**

- (i) To what extent does motivation encourage outcome employee innovative ideas to satisfy employees and customers?
- (ii) How does leadership encourage outcome employee innovations to satisfy employees and customers?
- (iii) What are the outputs of encouraging employee innovative ideas to organizations?

## **1.6 Rationale of the Research Study**

The practical role of public institutions in encouraging outcome employee innovations has been in question for a long time. According to Borins, (2001) the

public institutions have been criticized for not encouraging outcome employee innovations thus leading into customer and employee dissatisfaction. Additionally, academicians have been criticized by Glor, (2001a, 2007b) for their preoccupation with defining and debating the concept of encouraging outcome employee innovations and its application in public institutions’.

Therefore, Merx-Chermin, and Nijhof, (2005) maintained that studies addressing the role of public institutions in encouraging outcome employee innovations are of important interest to researchers, managers, public service providers, and policy makers in the sense improving productivity to satisfy customers’ and employees.

Although studies on encouraging outcome employee innovations by public institutions are increasingly being conducted in an effort to theoretically address the concept of outcome employee innovations and its implications on customers and employees satisfaction, little is known about the role of public institutions in encouraging the same. The intention of the present study is to contribute to the existing knowledge on the role of public institutions’ in encouraging outcome employee innovations specifically in Tanzania.

As encouraging outcome employee innovations have become a key issue for public institutions’ performance in service delivery, productivity improvement and both employees and customer satisfaction, requires more research. The recent study sought to provide new insights to public institution main actors, managers as well as policy makers as inputs to support the existing prevailing efforts to achieve strategic objectives. Further, the findings from the present study are expected to provide help

to practitioners and policy makers as they strive to improve public institutions' productivity, service delivery and both customer and employee satisfaction.

### **1.7 Organization of the Thesis**

The organization of this thesis contains five chapters. The first chapter is focused on the introduction which contains description of the background to the problem, statement of the problem, the establishment of research objectives and research questions, the rationale of the study and the organization of the thesis. Chapter two presents literature review which covers conceptual definitions of important terms of the study, theoretical and empirical literature review and establishing the existing research gap and the theoretical framework which provides an overview of the main constructs used in the study which are public institution, encouraging outcome employee innovations, employees and the theoretical construct of leadership and motivation.

Also chapter two presents the theoretical model and the hypothesis. Chapter three presents the research materials and methodology, research paradigm, research variables, research design and approach/strategy, research timeline and ethics, the study area, population and sample size, sampling procedures, methods and technique, data collection methods, techniques and instruments, data analysis plan and processing procedure. Chapter four provides the presentation of findings and results of encouraging outcome employee innovations. Chapter five exhausts a descriptive discussion of findings or results, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents literature review which covers the already existing conceptual definitions, theoretical and empirical literature reviews as a part of establishing the existing research gap in relation with the research topic. The basis of the theoretical and empirical literature reviews fall within the limits of the existing knowledge of the concept and perspectives on encouraging outcome employee innovations by organizations.

#### **2.2 The Concept of Public Institutions and Encouraging Outcome Employee Innovations**

##### **2.2.1 A Public Institution**

Based on Aldrich and Ruef (2006) and Glor (2001a, 2007b), a public institution is an organization with social entity or structure that retains a public identity while changing from one state to another. It is socially constructed by human activities that are boundary-maintaining and goal-directed and is a part of the country's economy composed of organizations concerned with providing various government services to the public for use. It is established and controlled by the government which is a political product with the aim of improving productivity, service delivery and customer satisfaction.

##### **2.2.2 Encouraging Outcome Employee Innovations**

In the light of (Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013;

De Jager, et al., 2013; and Wu, et al., 2013) encouraging outcome employee innovations by the organization implies building employees' capability to produce new knowledge needed to change the existing environment, solve problems hence satisfying employees and customers, generating new entrepreneurial ideas and skills so as to improve productivity in the organization. Therefore, encouraging outcome employee innovations is the organizations task related to motivating and leading employees through influence to improve productivity or service delivery for better change to satisfy employees and customers. In simple words encouraging outcome employee innovations is result oriented and every employee has an ability to innovate but not everyone develop it. In this case, it is a role of the institution to ensure that outcome employee innovations are encouraged so as to produce more to satisfy customers and employees is important.

### **2.2.3 Employees**

Borins, (2001) defined the term employees as people hired by an organization under specified contract to contribute their labour or expertise to an endeavor of an employer on regular basis in exchange for compensation. It is a role of the organization to create the environment that encourages outcome employee innovations.

## **2.3 Theoretical Literature Review**

### **2.3.1 Theoretical Conceptualization of Public Institutions and Encouraging Outcome Employee Innovations**

Theories on encouraging outcome employee innovations vary; some theories emphasize on motivation and others on leadership as key rein forcers of outcome

employee innovations. This subsection dwells on only two theories basing on the existing assumptions on encouraging outcome employee innovation in the organization.

### **2.3.1.1 Motivation Theories**

Most of the motivation theorists assume that encouraging outcome employee innovations in any organization results from the organizations capability to motivate employee through rewards, compensations administered by managers and leaders in the organization. Employees are satisfied through motivation thus leading them to also satisfy customers.

According to Vroom's expectancy theory of 1964 built an assumption that managers and leaders in the organizations should understand that individuals in organizations have expectations about outcomes resulting from what they do but with different preference for different outcomes. In this sense, managers and leaders have to regard individuals (employees) in the organization as being outcome innovative thinkers and reasoners being able to anticipate both their future and that of the organization.

Therefore, managers and leaders in institutions should make sure that individuals are encouraged towards outcome innovations to satisfy them and customers. The theorist added that employees are motivated towards outcome innovations and are satisfied if they have the perception that their efforts shall result into successful performance leading into productivity to enhance both expectations and those of customer in a desirable manner. Vroom's theory divided outcomes into two; first intrinsic outcome (meaning those related to task such as interesting and challenging job) and second

extrinsic outcome (meaning those related to the job context environment such as salary, motivating working conditions, attractive leadership influence and recognition of employee efforts by leaders and the like). If these are well administered by the managers and leaders in public institutions outcome employee innovations shall be encouraged to satisfy employees on one hand and customers on the other hand.

However, the theory above seems that it has grasped much what happens in the private sector than in public sectors where leaders operate under pre-determined rigid rules and budget slacks of which both sometimes demotivated employees thus leading into employee and customer dissatisfaction. Also the theory emphasized much on process and says nothing on the content of motivation that lead into outcome employee innovations to mention few include; basic needs, safety and social needs finally self-actualization.

### **2.3.1.2 Leadership Theory**

There are many leadership theories in relation to encourage outcome employee innovations some focus on traits of a leader, others on behavior of a leader and the rest on situations arising.

According to Yukl, (2002) the Participative leadership theories advocate that the ideal leader and leadership style is one that takes the input of others into account. The theories define leadership as the visionary art of leading employees to deliberately allow their participation to create challenging results. These leaders encourage participation and contributions from group members and help group members feel

more relevant and committed to the decision-making process. In participative theories, however, the leader retains the right to allow the input of others.

The theory came up with four styles employed by leaders when encouraging outcome employee innovations. First, a leader should focus on the work by organizing people to get the job done in the most efficient manner. Second, a leader should ensure that the employee's needs are met; employees are happier and will put more effort into getting the work done.

Third, a leader should direct others by ensuring that employees follow decisions for others and expects them to follow the same and fourthly; a leader should develop a participatory system that allows others to participate in decision making to benefit everyone as a whole. With behavioral theories, a leader can't just choose one style and use it. The type of work, environment and the people all determine which style can be used. This makes employees improve productivity to satisfy their needs and those of customers. Not every leader can move from one style to another based upon circumstances.

However, the theory justifies the importance of leadership and leadership styles in encouraging employee outcome innovations. The weakness realized is that it fails to say a little on leadership style which is typically dictatorship in nature. Borins, (2001) conducted a study on encouraging outcome oriented innovations by employees in the public sector by employing a deductive approach with a focus on how motivation and leadership play a vital role in outcome employee innovations.

Compared the public sector with the private sector in Europe and observed that in the public sector, the middle managers and frontline employees are responsible for many innovations but are unsuccessful supported by motivation tools and leadership. The budgets limit their innovative capability.

On top of that proved the fact that outcome employee innovations in public institutions are encouraged by challenges from the political systems, new leadership as well as crisis due to failure to meet public demands need for new program, inability to coordinate policy, new opportunities and technological changes. Due to this concern, suggested that public institutions should aspire to encouraging of outcome employee innovations as it is in the private sector through motivation and leadership to satisfy employees in order to effectively deliver services which also satisfy customers. In this case Borins, (2001) admits that public institutions lack motivation and leadership techniques to encourage outcome employee innovations. Though Borins' views are important but the environment where the study was held cannot justify what is happening in Tanzania without conducting a research.

Further (Sundbo, 1999) conducted similar study using a longitudinal case study with the aim of studying how employees empowerment encourage outcome innovation. From his study revealed that if employees are not empowered their innovative capacity is limited. To him employee job skills and financial empowerment were crucial in creating and broadening outcome employee innovative ideas.

Not limited (Merx-Chermin and Nijhof, 2005) applied an exploratory design that accommodated both qualitative and quantitative methodology on how to encourage

employee innovations by the organizations. It was realized that encouraging outcome employee innovations is motivated by the organization's ability to engage in innovative training and learning for employees and setting itself as a learning organization. Productivity and customer satisfactions are results of employees' training and learning. Employees get satisfied if they are trained because training modified existing knowledge therefore attracting new inventions.

They further devised the application of technology in training and also mediate the quantitative and qualitative learning techniques to attract outcome innovations. This means that training and learning are at the centre of empowering employees to innovate. However, the two researchers failed to spell out the impact of training and learning on employee monetary rewards because the more the employee is trained the higher the motivation in terms of monetary and non-monetary benefits.

On the other hand, De Jager et al., (2013) applied a qualitative design to study the encouraging of outcome employee innovations by organizations provided that the organization to improve productivity and satisfy employees and customers need should have strategies in place to encourage outcome employee innovations which include effective motivation and visionary leadership. The question arising is that does public institution in Tanzania have effective strategies to improve productivity and satisfy employees and customer needs given to budget slacks? A research should be initiated.

Notwithstanding, (Homiga et al., 2012) conducted a similar study in a public organization to observe what encourage outcome employee's ability to innovate and

their decision to create a company. In the study undertaken applied a survey questionnaire to examine factors stimulating the same in an entrepreneurial context of opportunity cost. In the study observed that there is a relationship between employee's ability to innovate which resulted from risk taking, motivation and leadership influence but when combined with lower opportunity cost. Human capital was seen as a key factor towards the organization's outcome innovations and had to be satisfied so as to meet his or her and customers' expectations.

The organizations' mission had to include in employee's motivation and leadership conditions as part of the whole process of improving productivity and hence satisfy employees and customers. However, one can also realize that the researcher also conducted a study in a public institution which is outside Tanzania socio-political and economic environment thus stimulating the conduction of further research.

In further research conducted by (Yukl, 2002 and Basadur, 2004), on leadership prove the fact that leadership is a key influencer and a potential manager of encouraging outcome employee innovations in the organizations. Therefore, leaders should dedicate and influence outcome employee innovations by organizing people to get the job done in the most efficient manner, meeting employee's satisfying needs, directing employees towards decisions made participatory and being flexible to employee's inputs. These ideas were supported by (De Jong et al., 2007) who used literature research and in-depth interview methodology to research on how leaders influence employees innovative behavior. All agreed that leadership is potential in satisfying customers and employees. However, though the fact on what the leaders should do has been spelt out, nothing has been provided on the role played by

intrinsic motivators in encouraging outcome employee innovations. Also nothing on Tanzania real situation has been addressed by the researchers.

### **2.3.2.3 Factors Influencing the Encouraging of Outcome Employee Innovations**

From the theoretical review, it have been realized that encouraging outcome employee innovations involve motivation and leadership capabilities of the organization through rewards, awards and compensation, training and learning, visionary organized jobs by leaders, employee participation in decision making and the leaders ability to direct others in order to satisfy employees and customers needs.

### **2.3.3 Empirical Review**

This section presents empirical literature pertaining to the encouraging outcome employee innovations in the global environment. It covers experience from countries outside Africa, African countries and Tanzania experience.

#### **2.3.3.1 Experience from the Rest of the World**

There is no fault to say that the experience from the rest of the world shows that the matter of public institutions and the encouraging of outcome employee innovations started since 1950's in the rest of the world particularly the industrialized world. This has been noted in literatures by (Borins, 2001; Merx- Chermin and Nijhof, 2005; and Barker, 2007). The empirical experience shows that in developed countries, the move towards encouraging outcome employee innovations has continued to acquire a high degree of legitimacy in addressing issue related with business development such as productivity and improved service delivery and both employee and customer satisfaction. This has transformed and restructured economies towards electronic

information communication networks associated with e-business in the global world. Encouraging outcome employee innovations in the organizations is central. About 80% of today's business empirically is dominated by industrialized countries and they take a global lead in motivating employees and developing leaders who can influence outcome employee innovations. This has made the developed countries to satisfy employees and customers by meeting their expectations.

### **2.3.3.2 The Experience of other African Countries**

In African countries the economic situation has not been developed much to encourage outcome employee innovations in both private and public institutions because of closed and inflexible political systems. Lack of commitment towards encouraging outcome employee innovations has caused low productivity and unsatisfactory employees and customers' satisfaction. However, few researches in Africa have been conducted on encouraging outcome employee innovations.

According to Barker, (2007); and De Jager et al, (2013) proved that African countries' environment is incrementally encouraging outcome employee innovations by insisting on innovative behavioral traits including visionary view on challenges and solutions that improve both productivity to satisfy customers and employees needs by the organizations. Countries are also insisting openness to change, persistency, thorough presentation of new productive ideas and solutions, persuasive powers by leaders so as to influence outcome employee innovations that would lead into productivity and ultimately satisfy employees and customers at large. According to De Jager et al, (2013) African countries particularly South Africa realized the potential of encouraging outcome employee innovations in the 20<sup>th</sup> C. It is within

this century when entrepreneurial undertakings have been embarked on as a sign towards encouraging outcome employee innovations in the organizations.

### **2.3.3.3 Tanzania's Experience**

Encouraging outcome employee innovations in Tanzania can't be easily notified in both private and public institutions. However, the Tanzania experience on outcome employee innovation doesn't differ much from that of the rest of Africa. This is why no pure study has been conducted on public institutions and the encouraging of outcome employee innovations.

However, empirical evidence on outcome employee innovations can partially be covered by research conducted by (Shivji, 1986, and Chambua, 2002) on the employees' sporadic struggles for economic and social rights during colonialism to get an insight on the topic. It was a period when employees struggled for both their and customers satisfaction.

The researchers provided evidence that outcome employee innovations were discouraged by the leadership system thus causing employees and customer dissatisfaction. Efforts were made by few leaders of the workers unions to encourage outcome employee innovations by directing employee's liberation as a direction towards creation of outcome innovations.

Innovative employees formed unions that became effective tools for collective bargaining and collective action to bargain on job flexibility, recognition and autonomy by leaders, the status of employees' motivation and compensation and

attractive environment of which were crucial aspects towards productivity and satisfying customers and employees. As employee needs were to be realized by leaders, productivity leading into employees and customers satisfaction was also to be realized. This showed that encouraging of outcome employee innovations during colonialism lacked motivation and leadership support.

On the other hand, (Mihyo, 1983; Shivji, 1986; and Chambua, 2002) argued that post-independence government for three decades also did not create a good environment for the growth and development of autonomous outcome employee innovations in public institutions. The leadership regimes deliberately destroyed the symbiotic traits required to encourage outcome employee innovations through the state leaders who were at the same time the party leaders and innovators for others.

Additionally, outcome employees' innovative thinking and skills, choice and trust productivity, employees and customer's satisfaction were suppressed and violated. However, since 1980's global changes demanded the government to encourage outcome employee innovations in public sector to satisfy customers and employees under various reforms initiated by the Structural Adjustment Programs (SAP) that included the establishment of the Client Service Charter (CSC) as means to ensure satisfaction to customers.

But, the experience shows that the performance of public institutions in terms of productivity and service delivery are still low thus dissatisfying employees and customers. Both public servants and customers are increasingly complaining on their fates. This stimulated a need for conducting a research on the role of public institutions in encouraging of outcome employee focusing on Tanzania.

## **2.4 Research Gap**

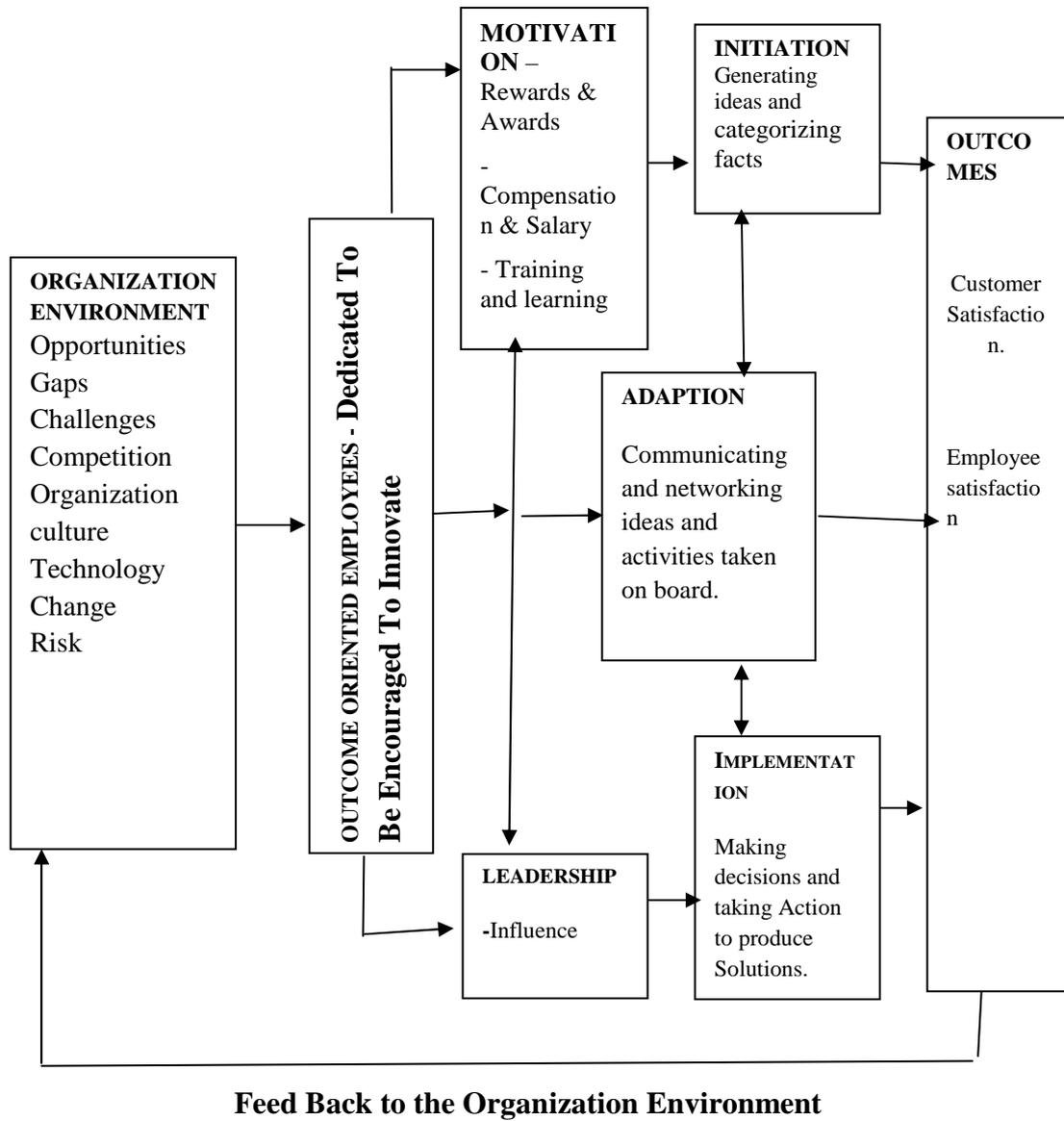
From the literatures reviewed on the research topic, some gaps were observed. First of all, as for all literatures the gap observed was that none of the researcher used a cross section quantitative approach to conduct the study thus motivating the researcher to use the quantitative design to describe its worth to the study.

The second gap was on coverage whereby all researchers who conducted similar on encouraging outcome employee innovations none specifically covered public institutions in Tanzania thus motivated the researcher to conduct similar study by reflecting the Tanzania environment.

The third gap was on the study setting whereby the researchers conducted their study basing on public and private organizations in Europe and South Africa. This encouraged the researcher to conduct a similar study by focusing on public institutions setting in Tanzania. The fourth gap observed was that few researchers have defined outcome employee innovation in the context of public organization as compared with the private context thus requiring further studies to broaden the definition.

## **2.5 Theoretical Framework**

The study adopts the modified systems theoretical model to describe the concept on encouraging outcome employee innovations in relation to employee and customer satisfaction. The relevance model to the study is that it brings together motivations and leadership theoretical understanding to conceptualize the study topic to easily simplify an understanding of a research topic.



**Figure 2.1: Theoretical Framework**

Source: Researcher’s own interpretation and adaptation derived from various sources of systems theory

## **CHAPTER THREE**

### **MATERIALS AND METHODOLOGY**

#### **3.1 Introduction**

This chapter describes how the present study was carried out and techniques adopted in collecting relevant information on the research topic and analysis of the data. The chapter further explains the organized subsections of the study including ; research paradigm, research variables, research design, research approach, research strategy, research time line, research ethics, area of the study, population of the study the population, sampling techniques, research instruments, and data collection procedures and data analysis. Last but not least the chapter describes the scientific procedures which were employed to determine where, how and from whom data was collected and analyzed. This chapter even presents the criteria for inclusion and exclusion of subjects, some ethical considerations and limitations of the study.

#### **3.2 Research Paradigm**

Basing on the description by (Eduardo, 1990) a research paradigm is a shared world or a set of assumptions on understanding reality or about how things work. The research paradigm of the study is built upon the positivism paradigm in order to generate knowledge in which facts are predicted and explained on the basis of their relationship.

The positivist paradigm was assumed to help the researcher to be independent in the sense of not being affected by research subject and to give a room to a researcher to quantitatively describe the facts and information obtained from the respondents.

Following to the paradigm, this research employed a descriptive quantitative methodology, which is based on collection and analysis of statistical data, and hence it tends to obtain a limited amount of information basing on the number of respondents.

### **3.2.1 Research Variables**

According to Kothari (2004), a research variable has been described as any entity that can take on different values which can be considered as variables for example age, gender, treatment and program. Variables are always quantitative or numerical. This study employed two variables which were adopted by the researcher the dependent and the independent variables so as to provide a room to the researcher to use the variable agreement of five attributes when developing standardized research questionnaires. For instance strongly disagree, Disagree, neutral, Agree, Strongly agree, to enable respondent easily and timely respond to questionnaires in unbiased approach.

#### **3.2.1.1 Independent Variable**

Jackson, (2009), the term independent variable has been described as what you manipulate or what is naturally manipulated. Under this study, the researcher used leadership and motivation as the study independent variables.

#### **3.2.1.2 Dependent Variable**

According to Eduardo, (1990); Kothari (2004); and Jackson, (2009), the term dependent variable has been described as what is manipulated by the independent variable. Under this study the researcher employed Customer and employee satisfaction as the study dependent variable.

### **3.2.2 Research Design**

As per Christensen and James, (2008) a research design was described as a clear specification of what is being studied and determination of the best way to accomplish it. Therefore, a research design is a blue print or a plan for obtaining information to achieve the research objectives and goals. Further it is noted by (Kothari, 2004, p.31), that the research design is also a conceptual structure within which research is conducted and constitutes methodologies for data collection, measurement and analysis of variables. Also it stands for advance planning of the methods and techniques to be adopted for collecting the relevant data in views of the objective of the research and availability of staff, time and money. The best research design therefore is the one that uses some of the methods and techniques which are relevant, suitable and not bias.

The current study adopted a cross sectional quantitative research design as an effective mode of determining and describing the relationship between one thing (an independent variable) and another (a dependent or outcome variable) in a population. Intangible factors such as behaviors, feelings, reactions, opinions, social norms which were quantitatively described to provide accurate and valid representation of factors or variables that were relevant to the research question to allow the researcher to timely gathering of information and study individuals in their natural environment without using artificial experimental designs.

Using a quantitative descriptive statistical approach the association between variables was established easily by measuring subjects once and asking the same questions to all respondents. Also it was taken as the best means of allowing a

researcher to select a required sample for the study from the population systematically in a non probability random means to make the collection of data possible due to limited resources, time and budget for the study.

In another stance the quantitative research design was assumed to provide a room to the researcher to employ a quantitative descriptive statistical ways in analyzing the data obtained from the self-administered questionnaires distributed to respondents and also simplified statistical presentation of the study findings.

### **3.2.3 Research Approach/ Strategy**

The researcher assumed that the deductive approach and strategy was a better way of the study and in collecting relevant facts for the topic from using questionnaires to ease the generalization of findings. Using the deductive approach, it was assumed that a researcher was in a better position to collect data from systematically sampled respondents in a determined interval and in more economic ways. Also the study approach adopted was assumed to provide chance to the researcher to employ the quantitative statistical descriptive strategy in analyzing finding and describe them to generate the general understanding of the study.

Kothari, (2004), expressed that quantitative method do count and measure occurrences in a given circumstance. The utilization of this approach helped the researcher to develop standardized questionnaires basing on the fact that quantitative data could provide clues that could be useful in interpreting and describing gathered information basing on their relationship with the study at hand.

### **3.2.4 Research Timelines**

Given to limited time, and resources, the researcher implied a cross sectional quantitative design to the study in order to obtain information from systematically selected individuals by asking the same questions of which ensured the completion of the study within the specified time limit.

### **3.2.5 Research Ethics**

The researcher observed research ethics and standards all the time of undertaking a research study. According to Christensen and James (2008) research ethics are necessary measures to ensure that issues of anonymity, informed consent, avoidance of deception and harm and confidentiality were observed as much as possible. Necessary permissions to conduct the study were sought through the letter that introduced the researcher to carry out the study at the area chosen for the research study.

## **3.3 The Study Area**

This research was conducted in Tanzania mainland particularly Dar es Salaam. This was because Dar-es- Salaam has many higher learning public institutions covering about 60%. The Institute of Social Work was taken as a case study. The researcher decided to select the Institute of Social Work as the case study because it among the higher learning public institutions established for so long period where by it has 40 years since established.

Also the researcher was familiar with the institute in the sense that its location was assumed to carter research budgetary implication and time to accomplish the study.

Given to the reasons provided, the researcher also assumed that the findings obtained shall be reliable basing on the research questions and objectives. The researcher believed that the abundance experience of the study area was necessary for provision of reliable data and information worth to the research topic which was to be obtained easily from the respondents within specified time and research costs. Therefore, the study area chosen as well as the increasing demand on the role of public institutions in encouraging outcome employee innovations were worth to stimulate the researcher carry out the study.

#### **3.4 Target Population of the Study**

The targeted population of the study included all public institutions employees in Tanzania mainland.

#### **3.5 Sampling Frame**

According to (Kothari, 2004) a sampling frame is a source material or device from which a sample is drawn. Therefore, it is a list of all those within a population who can be sampled or a set of information used to identify a sample population for statistical treatment such as individuals or institutions. The sampling frame was drawn from 127 employees of the Institute of Social Work being academicians and non-academicians aged 18 and over as required by the employment laws during the period of data collection.

#### **3.6 The Sample Size of the Study**

The sample size of this study was systematic selected from the entire sample frame of 127 employees of the Institute of Social Work. Therefore the sample size for the

study covered forty four (s= 44) respondents aged 18 and above selected using systematic sampling approach one of the probability sampling techniques.

Among them 01 was Executive, 05 were Heads of Department and Units, 17 were Academicians and 21 were non Academicians. This helped the researcher to consider all staffing levels of employees existing at the institute as a guide to collect homogeneous and heterogeneous information on the study topic by relating variables and quantitatively describe them easily. To determine the sample size the researcher the used a sampling fraction which maintained a number of 44 respondents.

**Table 3.1: Sample Size Involved in the Research**

<b>Cadre</b>	<b>Number</b>	<b>Sample</b>
Top Executives	3	1
Heads of Departments and units	14	5
Others employees (Academicians)	48	17
Other employees (Non Academicians)	62	21
<b>Total</b>	<b>127</b>	<b>44</b>

Source:Sample study (2014)

### **3.7 Sampling Procedures/Techniques**

#### **3.7.1 Sampling Procedures**

According to (Kothari, 2004), a sample has been identified as a part of the target population and a researcher should be most careful in selecting a sample that will represent the whole population under investigation. Basing on (Jackson, 2009), to achieve the representativeness sample, sampling procedures should follow certain standards and methodological principles. In many studies sampling standards based

on probability standards (random or probability samples) and non probability standards such as (systematic samples).

To obtain a valid sample for the study that could be generalized, this study employed a systematic random sampling method or technique one of the non probability sampling standards as a convenient sampling procedure. Joining the hands with (Kothari2004; and Jackson, 2009) a researcher assumed that a probability sampling procedure would allow the systematic selection of the respondents to best serve the study and make it fit with represented quantitative descriptive distribution instead of letting the sample histogram vary at random. In a systematic sampling questionnaire were distributed to respondents basing on systematic random sampling methodology.

### **3.7.2 Sampling Technique**

By applying (Kothari2004; and Jackson, 2009), definition, a sampling technique refers to the main types of sampling strategy adopted by the researcher to decide on a research study point, line and area method. In many previous studies adopted random, systematic and stratified sampling techniques.

This study used a modified systematic sampling technique one of the probability sampling procedures because the researcher assumed that this technique would enable the researcher to systematically select the respondents for the study. Using the modified systematic sampling technique at first identified the needed study sample size and maintained a constant difference interval of two (2) between subjects in which the first respondent was inclusive under each category.

### **3.8 Data Collection Methods and Instruments**

#### **3.8.1 Data Collection Instruments**

Data collection instruments as described by (Kothari2004; and Jackson, 2009), refer to the devices or methodologies used to collect data and information for the research study by the researcher. Most of the past studies applied instruments such as questionnaires, observations, focus groups, case studies, surveys, and documentary reviews to collect relevant information for the study.

This study adopted questionnaire as data collection instrument. The researcher assumed that questionnaire should systematic provide a room to ask the respondents the same questions using the open and closed form in a standardized self-administered approach to ease data collection process in a reliable way in relation to the study topic. The questionnaire was distributed to respondents to enable the researcher to collect data within the research set time and budget.

#### **3.8.2 Data Collection Methods**

The term data collection methods has been described by (Kothari2004; and Jackson, 2009), as a quantitative and qualitative strategies or methodologies of research study data collection. Most of the previous studies have used either quantitative or qualitative strategy or both techniques in data collection. This study used quantitative data collection methodology because it is the approach which enabled the researcher to rely on random sampling and structure. Also it gave a chance to a researcher to systematic use structured open and closed questionnaires which were sent to selected respondents in a self administered approach to save time and money for the study. Further the quantitative technique was assumed to allow the researcher to

statistically describe the study findings using likert scales to link behaviors with the research questions in study evaluation. This made a researcher to produce results that were easy to summarize and generalize the findings. Notwithstanding the researcher was in a position to test the hypothesis derived from theories.

### **3.8.3 Validity and Reliability**

Validity and reliability were fundamental concern for this study. In terms of validity the researcher was confident of the research strategy and approach used, as well as the analysis tools employed as they have been utilized by various outcome employee innovation studies with significant results for example (Borins, 2001; Merx-Chermin and Nijhof, 2005; and Barker, 2007). Likewise, the researcher reviewed and refined items of research instruments, while discussing the draft with supervisors who are experts in the area under investigation. To ensure consistency of the measures, a pre-test of the questionnaire was conducted to confirm the degree to which it is likely to provide the same results by different evaluators at different times using the items forming the measure and to iron out any arising difficulty. During data analysis coefficient alpha was employed to assess the internal consistency of the items in the measure. Items whose inclusion resulted in a lowering coefficient alpha value (less than 0.6) were dropped while those with Cronbach's alpha value greater than 0.6 required were loaded and ensured that the measurement was satisfactorily reliable

### **3.9.3 Data Collection Techniques**

Based on (Kothari2004; and Jackson, 2009), the term data collection technique has been described as a systematic methodology of data mining the research study

information. The previous studies had employed surveys, interviews, observations, experiments and questionnaires as techniques for the study data mining. Since this study had implied a cross sectional quantitative design, the researcher adopted structured questionnaire approach as the appropriate technique for data collection. The researcher assumed that questionnaire was appropriate in enabling data collection to be completed within a specified period of time and study budget. Also believed that this technique given a room to respondents to provide reliable data for the study in a self-administered way to allow the researcher easily statistically describe the research findings in an understood way. This method is described hereunder;

### **3.9.3.1 Questionnaire**

The expressions from (Kothari2004; and Jackson, 2009), provides that a questionnaire is an instrument that contains a variety or series of questions that are used for the purpose of collecting information relating to a research study. Since the study has adopted the quantitative research design, the researcher assumed that questionnaire was most convenient to the study because were most applicable in collecting statistical information.

Self-administered open and close - ended questionnaires were used to allow forty four (n= 44) respondents fill the empty spaces in open ended questionnaire by giving their own opinions, or delete, circle and tick in the close-ended questionnaire. The researcher decided to use this source because believing that people would express their views because of anonymity of the strategy, that is, information provided by them would not be made in public and opinion expressed would be kept a secret, thus

free expression. Questionnaire was set in english according to interest of the institution as a provider of higher education and the respondents.

### **3.10 Data Analysis Procedures**

According to (Kothari, 2004) data analysis means transforming raw data collected from the field so as to obtain meaningful information to meet the objectives of the current study. Under this study data were analyzed using descriptive statistics technique basing on objectives and the research questions of the study. The quantitative data analysis method was applied as a mathematical tool to calculate means, percentages, standard deviation, graphs and make tabulations accurate and reliable to reduce data readability form; ease data presentation and showing the exact figures (numbers) of the study findings.

At the first level, researcher edited all the quantitative data and hence transported them into the Statistical Package for Social Science (SPSS) spread sheet for data analysis basing on study key variables. The statistic descriptive method was used to elaborate data and make them more explicit and understood basing on descriptive content analysis. It should be noted here that information obtained from of data was used to enrich the study.

## **CHAPTER FOUR**

### **FINDINGS AND RESULTS**

#### **4.1 Introduction**

This chapter presents a summary of the study findings and results and draws attention for further discussion of findings and results to be presented in chapter five. It presents the theoretical and managerial contributions of the study, the limitations encountered during data collection and direction for future research. As already been presented in the previous sections of this thesis, the study covered a total of forty four respondents 44of whom (1, n=1) was top executive officer, (5, n=5) Heads of departments and units, (17, n=17) academic staff and (21, n=21) non academic staff.

This chapter is divided into seven sub sections. Subsection one presents sex categories of respondents, subsection two provides information regarding the directorate of respondents orientation, while the third subsection presents regarding age group categories of study respondents, and subsection four presents information on respondent job level.

Moreover, subsection five presents education and qualification levels of the study respondents while subsection six present statistical sample size category of respondents and subsection seven presents findings on respondents view by basing on the study objectives and questionnaires. However, as being presented from the previous chapters all respondents were employees of the Institute of Social Work which was selected as a case study.

## 4.2 Findings on Respondent Biographic Features

The researcher presented at first the findings on the respondents' biographic features of (n=44,100%) systematic sampled aiming at finding dominant groups in the sense of aspects such as sex distribution, age, education levels , job category, department orientation and unit, and the like. The questionnaires under this sub section ranged from (i-vii).Since the researcher had planned to conduct the study at the Institute of Social Work distributed questionnaires to systematically respondents who were (n=44,100%) as being pre-determined and all responded.

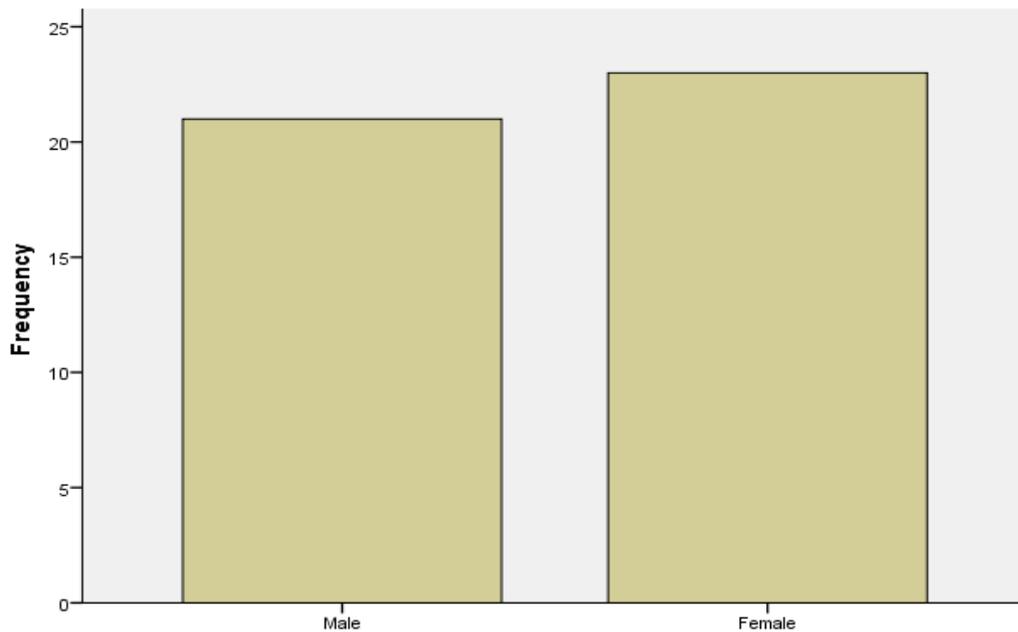
### 4.2.1 Distribution of the Respondents by Sex

The researcher intended to find out representation of respondents by sex, which was among the characteristic aspect to be explored in relation with encouraging outcome innovative ideas in the organization. Table 4.1 and Figure 4.1 summarize the respective total and percentage distribution. Table 4.1 and Figure4.1 give a general sex distribution of all respondents' relation to total and percentage. The researcher has used the table and histogram to statistically describe the presentation. Below is the finding in statistical detail.

**Table 4.1: Statistical Distribution of Respondent by Gender in Absolute Frequency (n=44) and Percentage; (n= 100)**

<b>Gender</b>				
<b>Gender Distribution</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Male	21	47.7	47.7	47.7
Female	23	52.3	52.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.1: Statistical Distribution of Respondents by sex in Absolute Frequency (n= 44)**

Source: Field data, (2014)

As indicated in Table 4.1 and Figure 4.1 the Female gender formed the highest percentage of respondents which was (n=23, 52.3%) with a disparity of (n=2, 3.6%) as compared to Male gender (n=21, 47.7%).

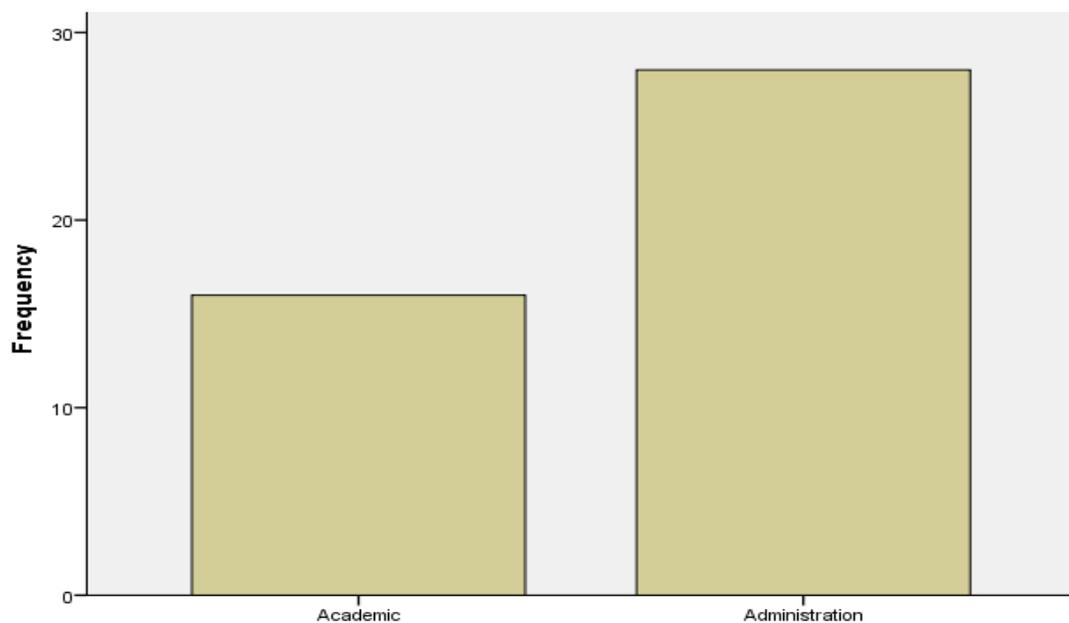
#### **4.2.2 Distribution of the Respondents by Directorate**

The researcher studied respondent's distribution character by administrative directorates. The distribution of respondents by respondent was assumed to assist the researcher to find out whether respondents from the two directorates had similar opinions or not in relation with the topic. The study findings revealed that respondents from the Administration Directorate (n=27, 61.4%) dominated as compared to their counterpart from the Academic Directorate (n=17, 38.6%). This was a parity of (n=10, 22.8%). Table 4.2 and Figure 4.2 statistically summarize the respective finding in total and percentage distribution.

**Table 4.2: Statistical Distribution of Respondent by Directorate in Absolute Frequency (n=44) and Percentage (n= 100)**

Directorate				
Directorate Category	Frequency	Percent	Valid Percent	Cumulative Percent
Academic	17	38.6	38.6	38.6
Administration	27	61.4	61.4	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.2: Statistical Distribution of Respondent by Directorate in Absolute Frequency (n=44)**

Source: Field data, (2014)

#### 4.2.3 Respondent Distribution by Age Group Category

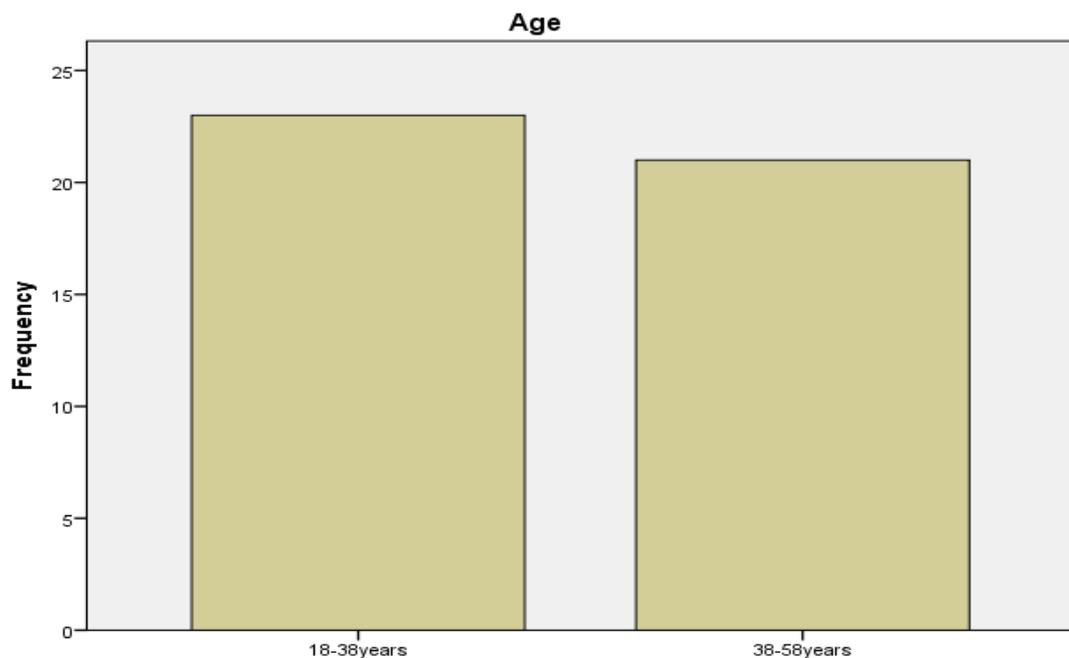
The researcher explored respondent's age character with a notion that outcome employee innovative ideas vary with age thus with age valid results were to be obtained. The researcher maintained the interval of twenty (20) to determine the age

group category of (n=44) respondents. The findings revealed the fact that the age group of 38-58 years (n=23, 52.3%) dominated the respondents of the study as compared to age groups 18-38 years (n=21, 47.7%) respondents being a disparity of (n=2, 4.6%) respondent. Table 4.3 and Figure 4.3 summarized the finding.

**Table 4.3: Statistical Distribution of Respondent by Age Group Category in Absolute Frequency (n=44) and Percentage (n= 100%)**

Age				
Age intervals	Frequency	Percent	Valid Percent	Cumulative Percent
18-38years	21	47.7	47.7	47.7
38-58years	23	52.3	52.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.3: Statistical Distribution of Respondent by Age Group Category in Absolute Frequency (n=44)**

Source: Field data, (2014)

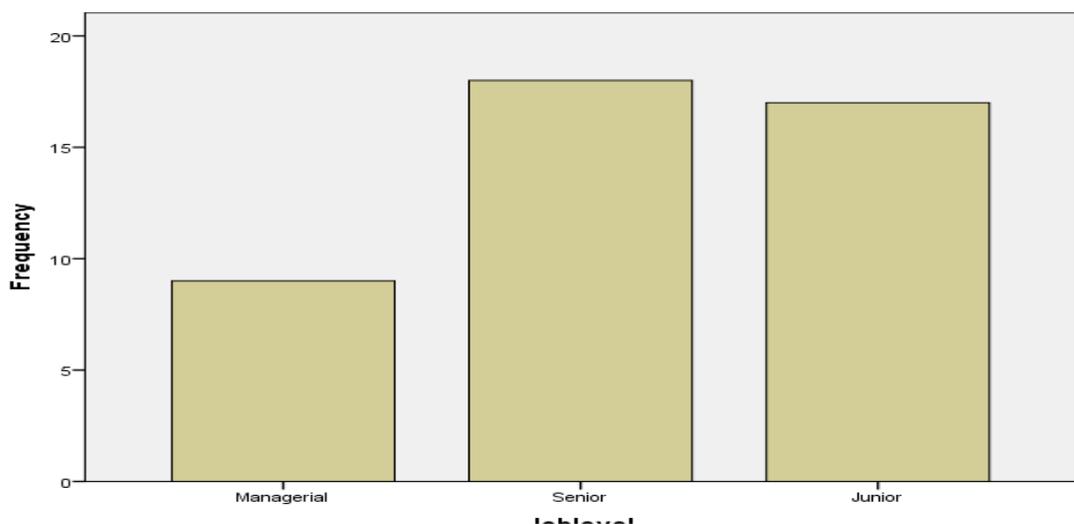
#### 4.2.4 Respondent Distribution by Job Level Category

The researcher intended to study respondents by job level with a conception that it constituted a key position in relation with innovative ideas encouragement. The study findings showed that respondents from the senior staff job level (n=18, 40.9%) dominated as compared to junior job (n=17, 38.6%), Managerial (n=8, 18.2%) and Executive job (n=1, 2.3%). Table 4.4 and Figure 4.4 statistically summarize the respective finding in total and percentage distribution.

**Table 4.4: Statistical Distribution of Respondent by Job Level Category in Absolute Frequency (n=44) and Percentage (n= 100%)**

Job level				
Job level category	Frequency	Percent	Valid Percent	Cumulative Percent
Executive	1	2.3	2.3	2.3
Managerial	8	18.2	18.2	20.5
Senior	18	40.9	40.9	61.4
Junior	17	38.6	38.6	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.4: Statistical Distribution of Respondent by Job Level Category in Absolute Frequency (n=44)**

Source: Field data, (2014)

#### 4.2.5 Respondent Distribution by Education Level Category

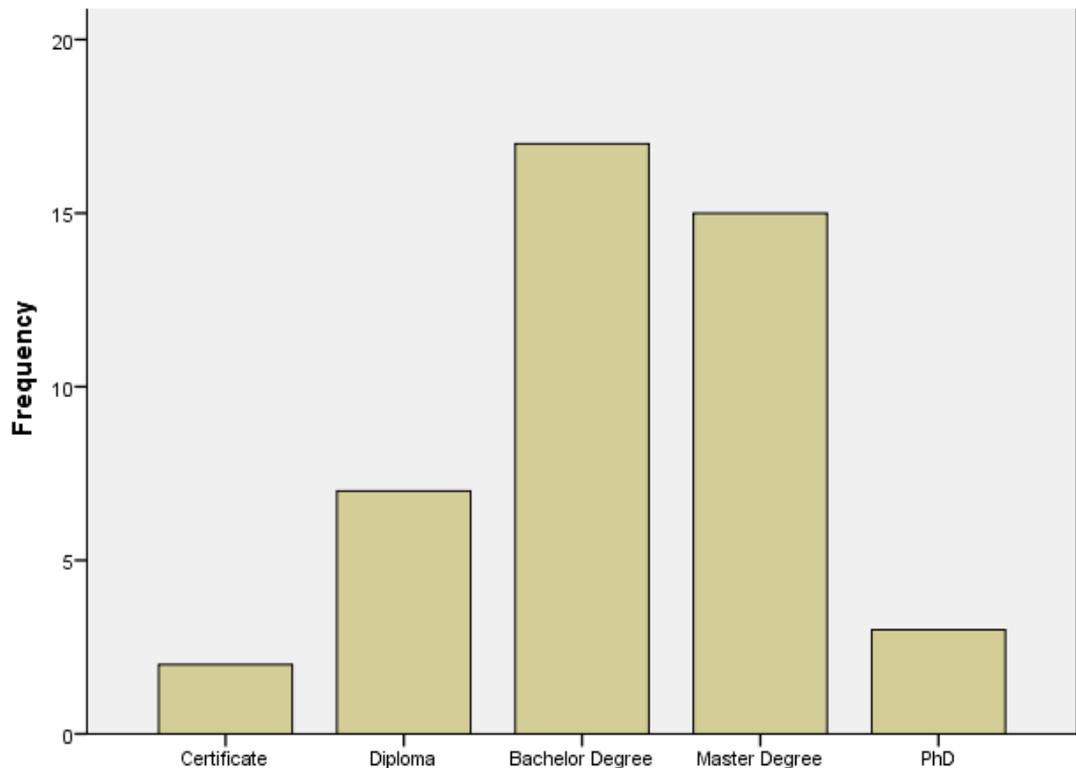
The researcher's explored education character of respondents with an impression that the higher the education the more the encouraging of outcome innovative ideas. Based on the sample size (n= 44, 100%) selected from the sample frame of (n=127) respondent education variability was observed. The researcher maintained eight education categorical levels which were Primary, Secondary, and Certificate, Ordinary Diploma, Bachelor Degree, Postgraduate Diploma, Masters Degree and Doctorate Degree levels recognized in the country. The findings revealed that only valid education levels for the study were five as per respondent character being certificate, diploma, bachelor degree master degree and PhD. From the study findings, respondents from the Bachelor Degree level (n=17, 38.6%) dominated as compared to respondents from the following; Certificate (n=2, 4.5%), Diploma (n=7, 15.9%), Masters Degree (n= 15, 34.1%) and PhD level (n=3, 6.8%). Table 4.5 and Figure 4.5 statistically summarize the finding.

**Table 4.5: Respondent Distribution by Education Level Category in Absolute Frequency (n=44) and Percentage (n= 100%)**

##### Education level

Education	Frequency	Percent	Valid Percent	Cumulative Percent
Certificate	2	4.5	4.5	4.5
Diploma	7	15.9	15.9	20.5
Bachelor Degree	17	38.6	38.6	59.1
Master Degree	15	34.1	34.1	93.2
PhD	3	6.8	6.8	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.5: Respondent Distribution by Education Level Category in Absolute Frequency (n=44)**

Source: Field data, (2014)

### 4.3 Addressing Research Objectives

As the study was presented by the researcher previously, the overall objective to be realized was to examine the role of public institutions in encouraging outcome employee innovations and its consequences on customers and employees. This generated three study specific objectives of which were the basis of the study questionnaire.

The first specific objective aimed at examining the extent to which motivation could encourage outcome employee innovative ideas and its effects on customer and job satisfaction. The researcher administered four questionnaires with the intention of proving how innovative ideas lead into customers and job satisfaction and employee

satisfaction with how innovative ideas were encouraged. The study also dealt with understanding the tools applied by the organization to motivate innovative ideas by establishing ten variables to be explored.

The second objective focused how leadership encourages outcome employee innovations and its effect on customer and employee satisfactions. Thirteen leadership techniques were used as variables to be examined. The last specific objective intended to determine the outcomes of encouraging employee innovative ideas to the organization whereby twelve variables were studied to verify their worthiness in respect to the study at hand.

#### **4.3.1 Motivation and Encouraging Outcome Employee Innovative Ideas and its Impact on Customers and Employees Satisfactions**

This was the first objective of the study that examined how motivation encourages outcome employee innovative ideas and its impact on customers and employees satisfaction in the organization. The researcher had a view that with the presence of motivation styles and tools, innovative ideas leading into customer and job satisfaction were realized.

Four standardized questionnaires were developed in order to capture respondent's feelings on the impacts of motivating of innovative ideas with its ingredients towards customer and job satisfaction together with the tools used in the process. A likert scale was adopted to lead respondent response as shown in brackets (1= Not likely at all, 2 = Not likely, 3= Moderate likely, 4= Likely and 5= Very likely)

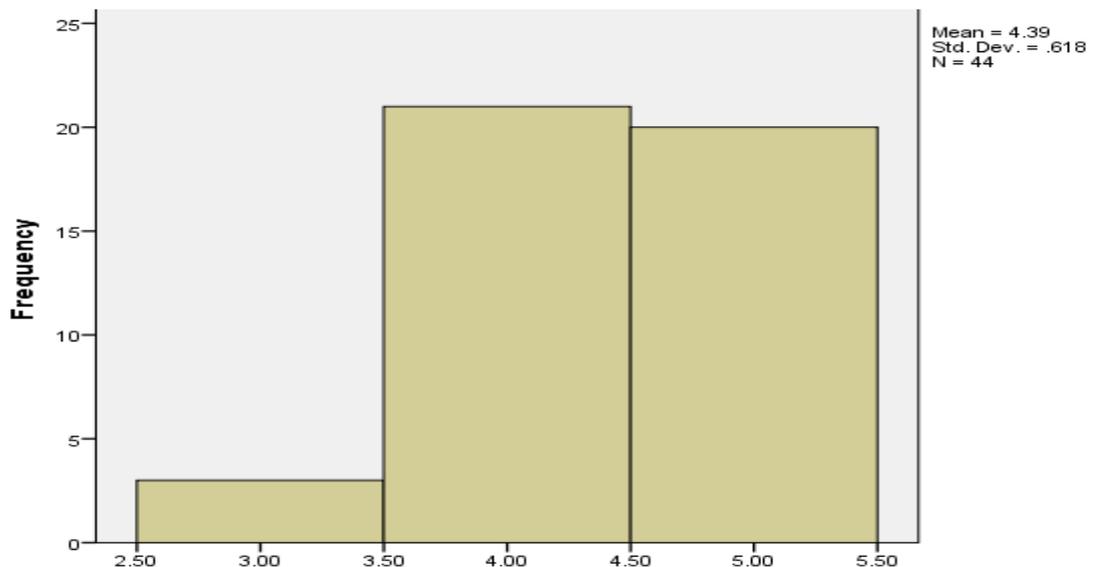
#### 4.3.1.1 Motivation and Customer Satisfaction

The researcher intended to study how motivation encouraged outcome employee innovative ideas to satisfy customers. The conception behind was that customers satisfaction was due to innovative ideas by the organization. Table 4.6 and Figure 4.6 in statistics summarized the result.

**Table 4.6: Statistical Distribution on Motivation and Customer Satisfaction in Absolute Frequency (n=44) and Percentage (n= 100%)**

Customer satisfaction				
Customer Satisfaction value	Frequency	Percent	Valid Percent	Cumulative Percent
Moderately likely	3	6.8	6.8	6.8
Likely	21	47.7	47.7	54.5
Very likely	20	45.5	45.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.6: Statistical Distribution on Motivation and Customer Satisfaction in Frequency (n=44)**

Source: Field data, (2014)

The findings showed that most of the respondents (n=41, 93.2%) said that it was likely for motivation to lead into customer satisfaction, while (n=3, 6.8%) provided that it was moderately likely. From the findings the researcher observed the more the motivation within the organization, the more the customer satisfaction. The finding lined with the ideas of (Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013; De Jager, et al., 2013 and Wu, et al., 2013) who described that motivating outcome employee innovative ideas satisfied customers and made them to stay with the organization for so long.

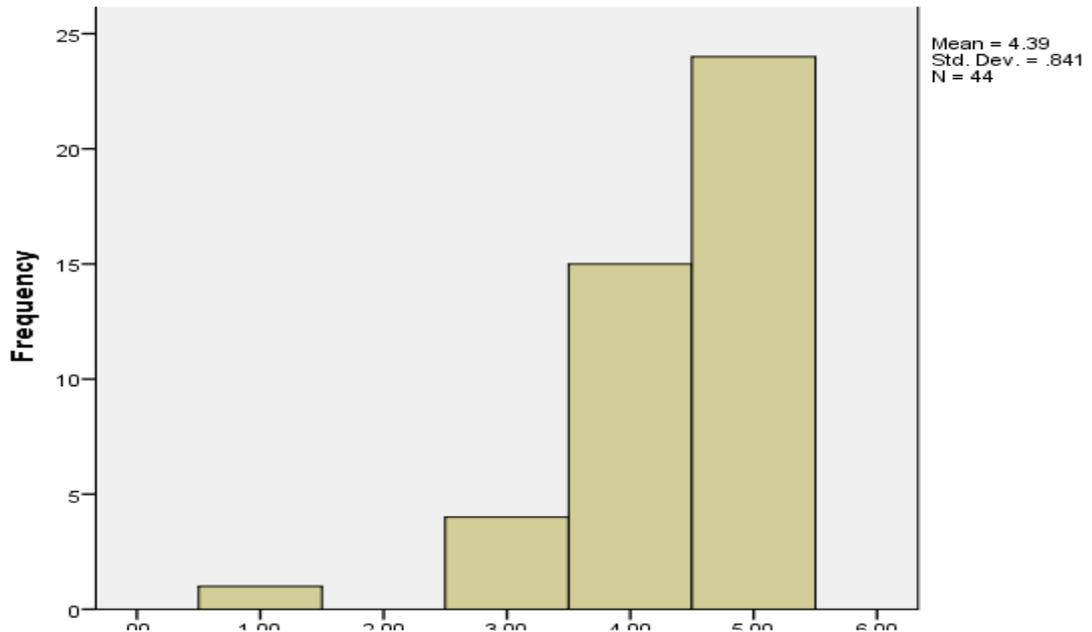
#### 4.3.1.2 Motivation and Job Satisfaction

This was the second questionnaire from the first objective of which planned to inform whether there was a relationship between encouraging outcome employee innovative ideas and job satisfaction in organizations. The researcher's impression was that job satisfaction was brought by existing innovative ideas. Table 4.7 and Figure 4.7 summarized the results.

**Table 4.7: Statistical Distribution on Innovative Ideas and Job Satisfaction in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Job satisfaction</b>				
<b>Job satisfaction value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Not likely at all	1	2.3	2.3	2.3
Moderately likely	4	9.1	9.1	11.4
Likely	15	34.1	34.1	45.5
Very likely	24	54.5	54.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.7: Statistical Distribution on Innovative Ideas and Job Satisfaction in Absolute Frequency (n=44)**

Source: Field data, (2014)

The results revealed that most of the respondents (n=39, 88.6%) likely had opinions that encouraging outcome employee innovative ideas is directly linked with job satisfaction in the organization, while (n=4, 9.1%) provided a moderately likely view stand, and (n=1, 2.3%) had a view that it was not likely at all. Also it was observed from the results that motivated outcome employee innovative ideas were responsible for generating job satisfaction at work place. The study findings were similar to the previous researcher's findings like (Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013; De Jager, et al., 2013; and Wu, et al., 2013) who provided that job satisfaction at work place was a product of encouraged innovative ideas.

#### **4.3.1.3 Satisfaction with Encouraging of Innovative Ideas by the Institution**

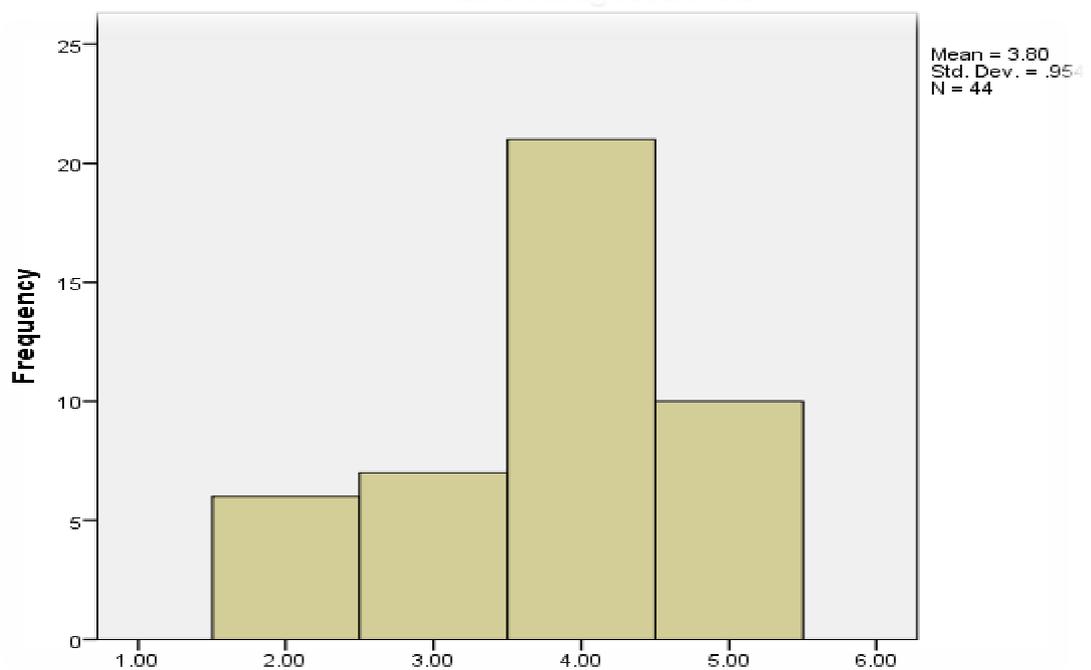
This was the third questionnaire of the first study objective that aimed at finding out whether the respondents were satisfied with how outcome employee innovative ideas

were encouraged by the institutions. Table 4.8 and Figure 4.8 statistically summarized the results.

**Table 4.8: Statistical Distribution on Satisfaction with Encouraging of Innovative Ideas in Absolute Frequency (n=44) and Percentage (n=100%)**

Satisfaction with encouraging outcome innovative ideas				
Encouragement value	Frequency	Percent	Valid Percent	Cumulative Percent
Dissatisfied	6	13.6	13.6	13.6
Neutral	7	15.9	15.9	29.5
Satisfied	21	47.7	47.7	77.3
Strongly satisfied	10	22.7	22.7	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.8: Statistical Distribution Satisfaction with the Encouraging of Innovative Ideas in Absolute Frequency (n=44)**

Source: Field data, (2014)

The results above in statistics presented that most of the respondents (n=31, 70.4%) had opinions that were satisfied with how the institution was encouraging outcome employee innovative ideas, (n=7, 15.9%) had neutral view, while (n= 6, 13.6%) were dissatisfied with the organization efforts to encourage the same. From the results the fact was revealed that public institutions made efforts to encourage outcome employee innovative ideas. The study results supported what was discovered by (Sundbo, 1999; Borins, 2001;Yukl, 2002; and Basadur, 2004; Merx- Chermin and Nijhof, 2005; Homiga et al., 2012; and Wu, et al., 2013).

#### **4.3.1.4 Motivation Tools used to Encourage Outcome Employee Innovative Ideas**

From the first study objective, the researcher explored the motivation tools adopted by the institution to encourage outcome employee innovative ideas to satisfy customers and employees. Ten sub tools ranging from roman (i-x) were established by the researcher of which the respondents had a task to tick where their opinion deemed fit. The likert scale was established ranging from (1= Strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, and 5= Strongly Agree).

Further, respondents were given a room to fill in empty space as others to countercheck if there were more motivation tools left out in (a-b). The researcher analyzed each sub motivation tool separately to find out it's worth to the study but when interpreting data the researcher combined strongly disagree and disagree as well strongly agree and agree to come up with general total in frequency and percentage. Below were the findings in general based on each motivation tool identified by the previous studies.

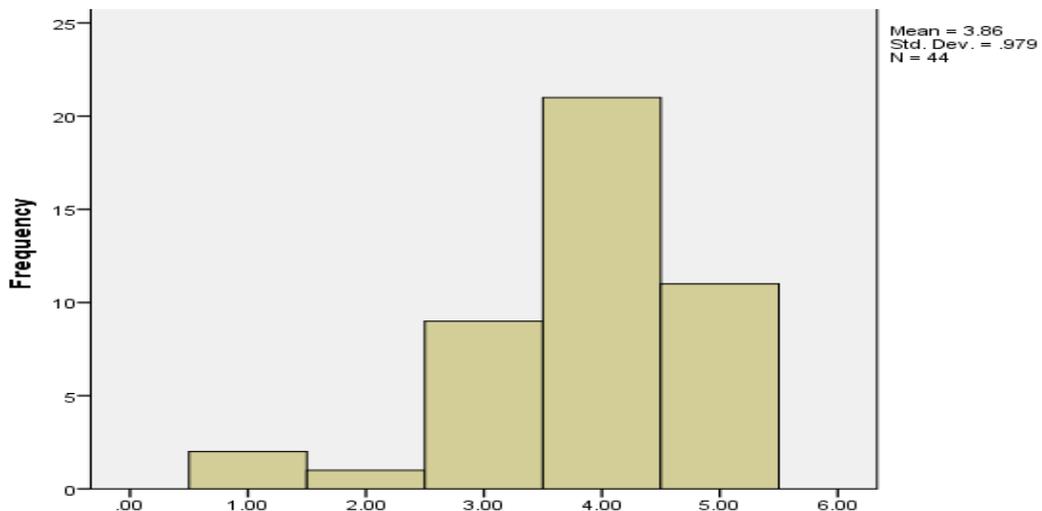
#### 4.3.1.4.1 Reward and Award

According to Vroom's expectancy theory of 1964 rewards and awards were viewed as extrinsic motivation tools used to encourage outcome employee innovations. This idea was taken into account by many motivation scholars. In this study, the researcher was stimulated to find out the worth of rewards and awards in encouraging outcome employee innovation in public institutions.

**Table 4.9: Statistical distribution on Reward and Award Motivation Tools in Absolute Frequency (n=44) and Percentage (n= 100%)**

Reward and Award				
Reward and award value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	4.5	4.5	4.5
Disagree	1	2.3	2.3	6.8
Neutral	9	20.5	20.5	27.3
Agree	21	47.7	47.7	75.0
Strongly Agree	11	25.0	25.0	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.9: Reward and Award Motivation Tools in Frequency (n=44)**

Source: Field data, (2014)

This was because the researcher assumed that public institutions operate under budgetary slacks which could not support the ability of the institution to effectively reward and award employees towards outcome as compared to private institutions. Table 4.9 and Figure 4.9 summarized the findings.

The results presented that most of the respondents (n=33, 72.7%) agree that rewards and awards were among motivational tools used by the institution to encourage outcome employee innovative ideas, while (n= 9, 20.5%) were neutral, (n=3, 6.8%) disagree. Generally from the findings rewards and awards were motivation tools applied by the institution. The study supported findings by (Vroom's expectancy theory 1964; Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013; De Jager, et al., 2013; and Wu, et al., 2013) who realized the same in their previous studies.

#### 4.3.1.4.2 Salary and Compensation

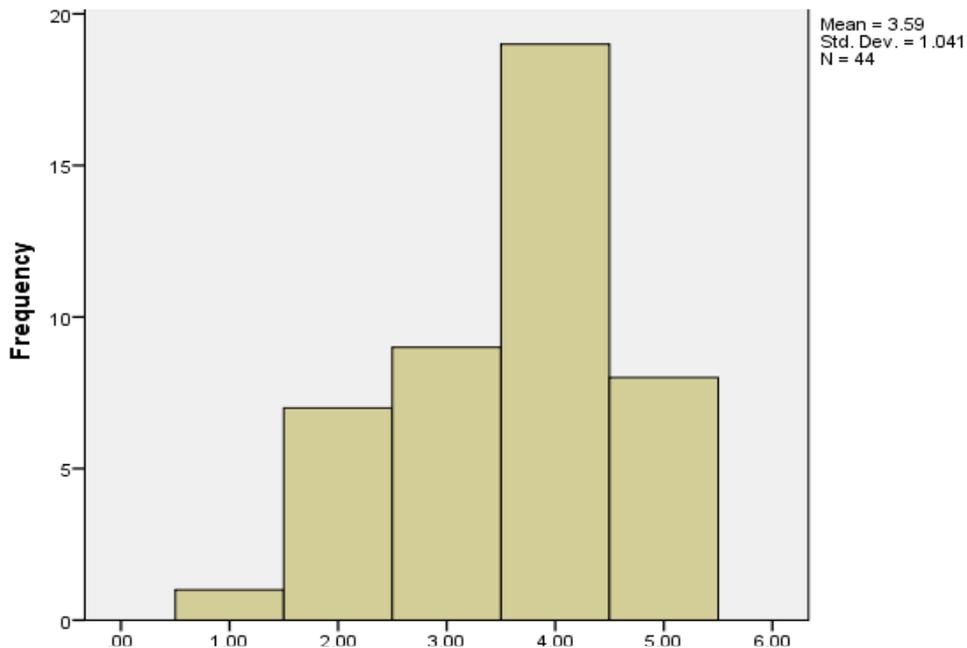
This study worked on the worth of salary and compensation as extrinsic motivation tools used by institutions to encourage outcome employee innovative ideas.

**Table 4.10: Statistical Distribution on Salary and Compensation Motivation Tools in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Salary and Compensation</b>				
<b>Salary and Compensation value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	1	2.3	2.3	2.3
Disagree	7	15.9	15.9	18.2
Neutral	9	20.5	20.5	38.6
Agree	19	43.2	43.2	81.8
Strongly Agree	8	18.2	18.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)

The researcher had a view that the more salary and compensation are administered the more the encouragement of innovative ideas. The study results were summarized in Table 4.10 and Figure 4.10.



**Figure 4.10: Statistical Distribution on Salary and Compensation Motivation**  
**Tools for in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings showed that (n=27, 64.4%) respondents agreed that salary and compensation were motivation tools used by the institution to encourage outcome employee innovative ideas, (n=9, 18.2%) disagreed, (n=9, 20.5%) neutral position. It was found that most of the respondent in total and percentage (n=27, 64.4%) dominated the study. The researcher observed that salary and compensation were motivation tools applied by the organization to motivate innovative ideas. The findings supported (De Jager, et al., 2013; and Wu, et al., 2013) who previously proved that salary and compensation were used by managers to encourage outcome employee innovations within the organization.

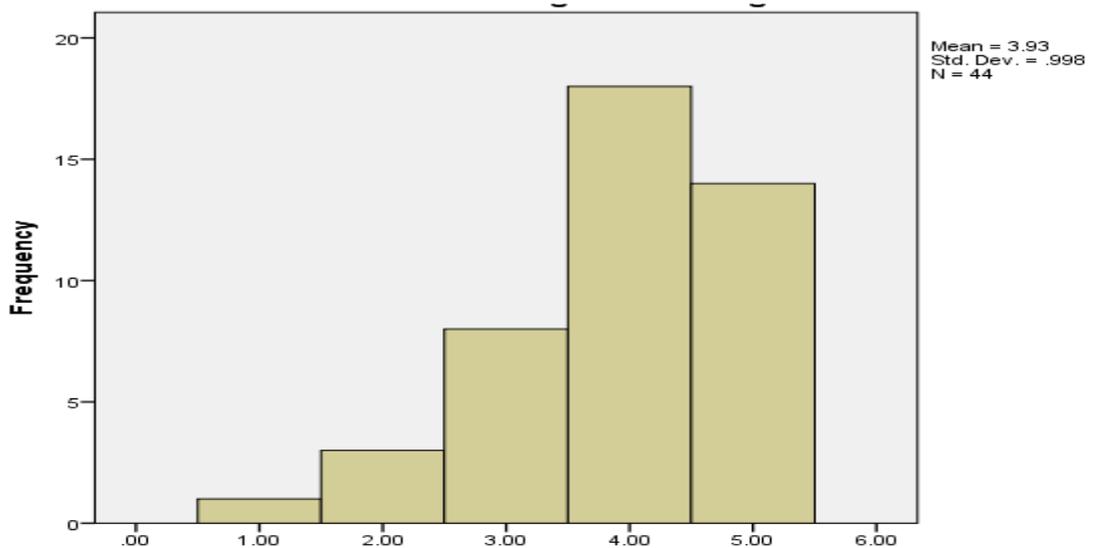
#### 4.3.1.4.3 Training and Learning

This study examined the worth of training and learning as crucial motivation tools for encouraging outcome employee innovative ideas in institutions. The researcher assumed that if training and learning could not be taken on board by managers could negatively affect innovative ideas. Table 4.11 and Figure 4.11 summarized the results.

**Table 4.11: Statistical Distribution on Training and Learning Motivation Tool in Absolute Frequency (n=44) and Percentage (n=100%)**

Training and Learning				
Training and Learning value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.3	2.3	2.3
Disagree	3	6.8	6.8	9.1
Neutral	8	18.2	18.2	27.3
Agree	18	40.9	40.9	68.2
Strongly Agree	14	31.8	31.8	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.11: Statistical Distribution on Training and Learning Motivation Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings depicted that (n=32, 72.7%) respondents agreed that training and learning were motivation tools used to encourage outcome employee innovative ideas, (n=4, 9%) disagreed on the same, (n=8, 18.2%) maintained a neutral position. It was observed from the study that training and learning were motivation tools used to encourage outcome employee innovation. The findings were similar with previous findings by (Sundbo, 1999; and Merx-Chermin, 2005) who proved that training and learning were at the centre of outcome innovations in the organizations.

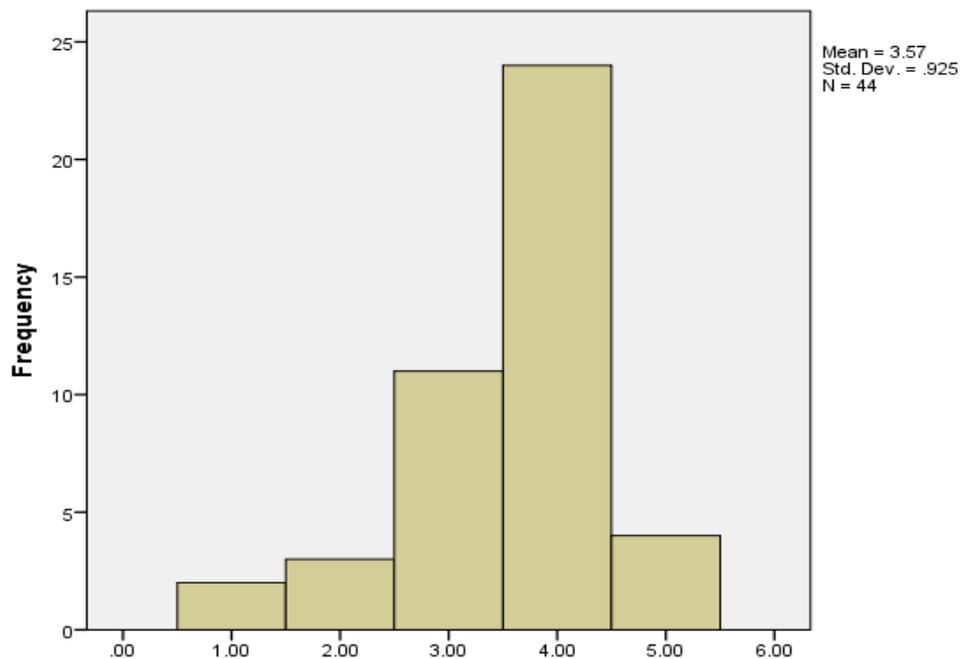
#### 4.3.1.4 .4 Innovative Trust and Recognition

The study examined the applicability of innovative trust and recognition in encouraging outcome employee innovations. The researcher assumed that innovative trust and recognition covered the aspect of delegation of the activities as being described by (Borins, 2001). The contradictory aspect was that with too much centralization in public institutions, could innovative trust and recognition be among the motivation tools in the public oriented organizations? Table 4.12 and Figure 4.12 summarized the results.

**Table 4.12: Statistical on Innovative Trust and Recognition Motivation Tools in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Innovative trust and recognition</b>				
<b>Innovative trust and recognition value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	4.5	4.5	4.5
Disagree	3	6.8	6.8	11.4
Neutral	11	25.0	25.0	36.4
Agree	24	54.5	54.5	90.9
Strongly Agree	4	9.1	9.1	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.12: Statistical Distribution on Innovative Trust and Recognition Motivation Tools in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings proved the fact that (n=28, 63.6%) respondents agreed that innovative trust and recognition were motivation tools used by the institution to encourage outcome employee innovative ideas, (n=11, 25%) were neutral, (n=5, 11.3%) disagreed. The results of the study concurred with the ideas of (Borins, 2001) that proved previously that innovative trust and recognition motivated innovative ideas. The study drew attention that innovative trust and recognition were vital motivation tools used by organization to influence innovative ideas.

#### **4.3.1.4.5 Political System**

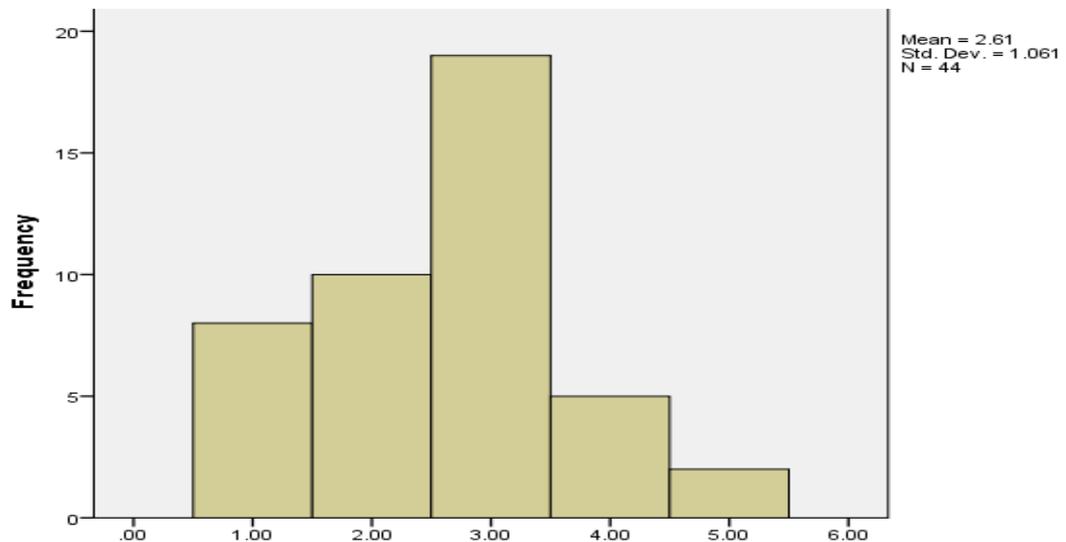
This study explored political system in the aspect of being a motivation tool for outcome employee innovative ideas as advocated by (Borins, 2001). The researcher assumed that since public institutions are subcomponents of the political system in

power, this could be among the motivation tools. The results were summarized in Table 4.13 and Figure 4.13.

**Table 4. 13: Statistical Distribution on Political System Motivation Tool in Absolute Frequency (n=44) and in Percentage (n= 100%)**

<b>Political Systems</b>				
<b>Political Systems value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	8	18.2	18.2	18.2
Disagree	10	22.7	22.7	40.9
Neutral	19	43.2	43.2	84.1
Agree	5	11.4	11.4	95.5
Strongly Agree	2	4.5	4.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.13: Statistical Distribution on Political System Motivation Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study proved that (n=19, 43.2%) respondents who dominated the study were neutral on whether political systems were among motivation tools to encourage outcome employee innovative ideas or not, (n=18, 40.9%) respondents disagreed,

and (n=7, 15.9%) agreed on the same. The results did not concur with (Borins, 2001) previous findings on political systems in encouraging outcome employee innovative ideas because his study was that political systems was important in building innovative ideas in the organization. Similarly the neutral position of many respondents made the researcher to recommend that seems when (Borins, 2001) study was undertaken it was still the age of single party domination in which compliance was in reign as a motivator than participation. Being neutral seemed to give power to (Mihyo, 1983; Shivji, 1986; and Chambua, 2002) findings that political systems discouraged outcome employee innovative ideas.

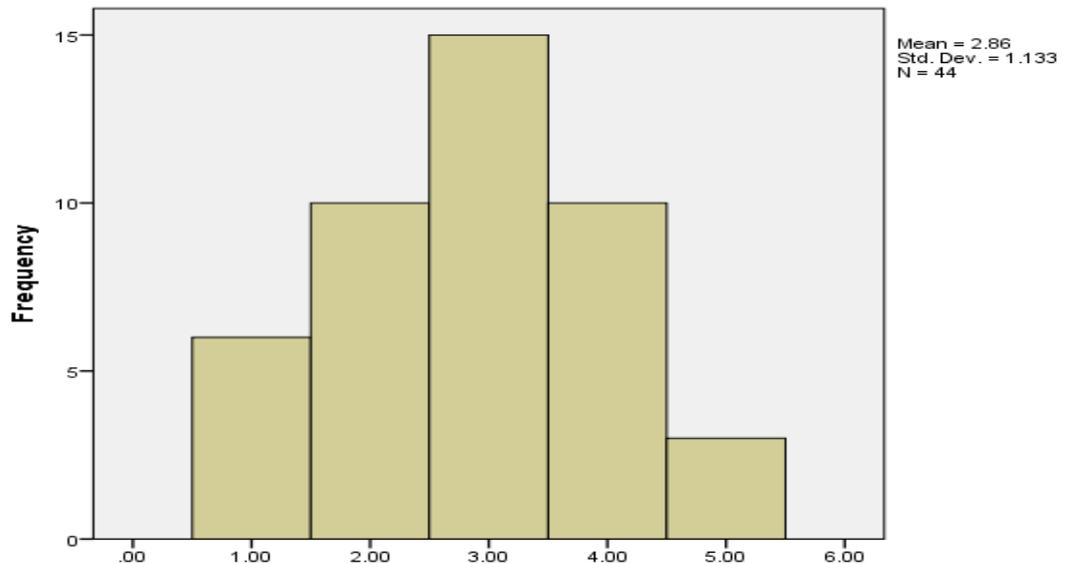
#### 4.3.1.4.6 Punishment

The researcher's assumed that employees were being motivated towards outcome employee innovative ideas by punishment because were viewed in a negative aspect of disliking work and sometimes could run away from work. The study wanted to verify whether the same was still holding fact in this today's organization life. Table 4.14 and Figure 4.14 summarized the findings.

**Table 4.14: Statistical Distribution on Punishment Motivation Tool in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Punishment</b>				
<b>Punishment value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	6	13.6	13.6	13.6
Disagree	10	22.7	22.7	36.4
Neutral	15	34.1	34.1	70.5
Agree	10	22.7	22.7	93.2
Strongly Agree	3	6.8	6.8	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.14: Statistical Distribution on Punishment Motivation Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The results depicted that (n=16, 36.3%) respondents disagree on punishments being among motivation tools to encourage outcome employee innovative ideas, (n=15, 34.4%) had neutral opinion, (n=13, 29.5%) agree. The study results deviated from the previous researcher's findings such as (Borins, 2001) that proved that punishment motivated innovative ideas. From the findings the researcher was in a position to come up with a view that punishment was useful in the period when most of the employees in the organization were unskilled, and also when the environment didn't provide room for employee participation in decision-making.

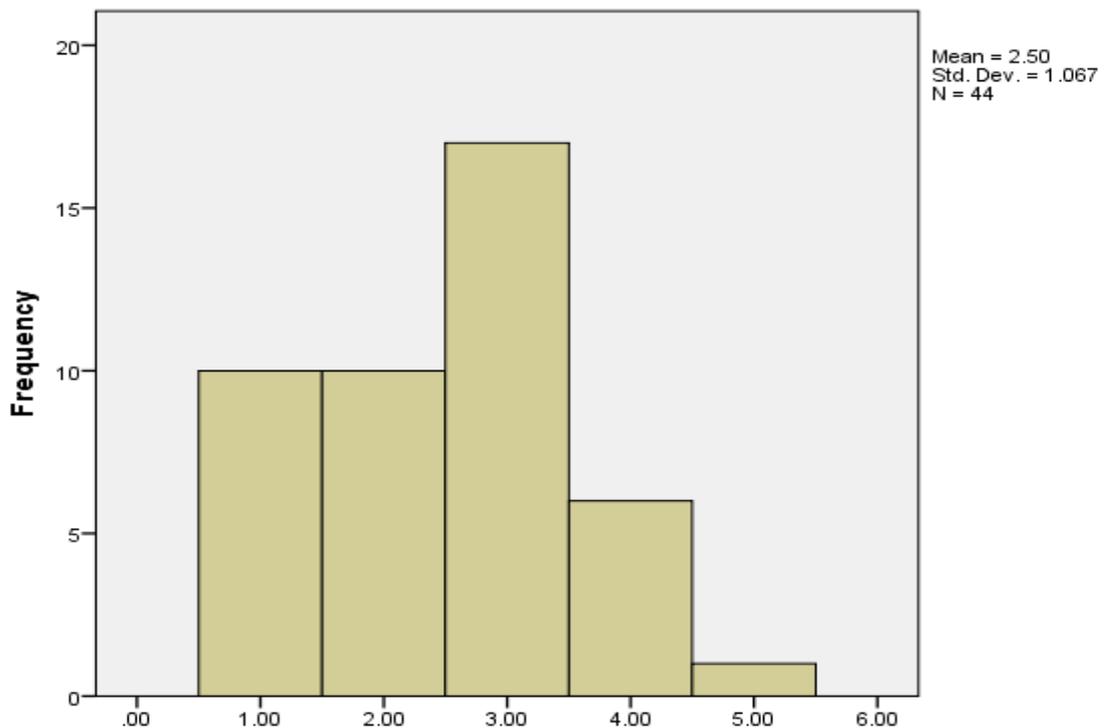
#### **4.3.1.4.7 Crisis**

This study explored crisis as motivation tool for encouraging outcome employee innovative ideas in the organization. The researcher assumed that most of the organizations had been innovative towards outcomes after crisis had arisen. Table 4.15 and Figure 4.15 summarized the finding.

**Table 4.15: Statistical Distribution on Crisis Motivation Tool in Absolute Frequency (n=44) and Percentage (n= 100%)**

Crisis				
Crisis value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	10	22.7	22.7	22.7
Disagree	10	22.7	22.7	45.5
Neutral	17	38.6	38.6	84.1
Agree	6	13.6	13.6	97.7
Strongly Agree	1	2.3	2.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.15: Statistical Distribution on Crisis Motivation Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings indicated that (n=20, 45%) respondents disagree that crisis was not among motivation tools to encourage outcome employee innovative ideas, (n=17, 38.6%) respondents had neutral views, (n=7, 15.9%) agreed that crisis was a

motivation tool. It was observed from the study that, the number of respondent who disagreed dominated. This also deviated from the existing findings by (Borins, 2001) who advocated that crisis motivated outcome employee innovative ideas in public institutions.

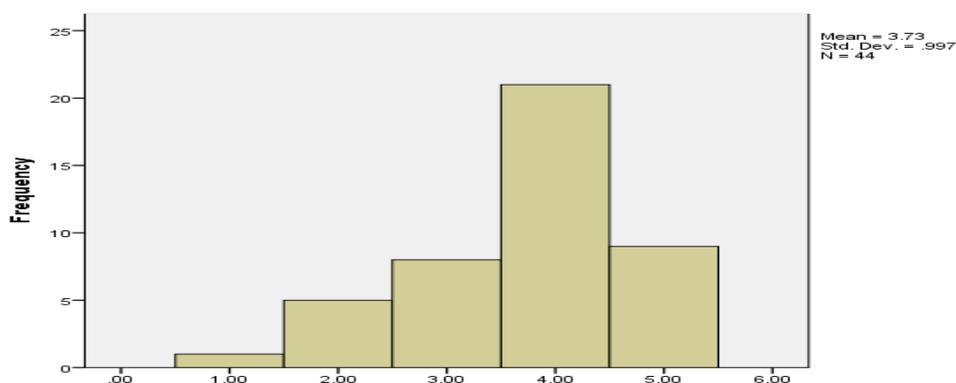
#### 4.3.1.4.8 New Leadership

It was the researcher's ambition to examine the worth of new leadership as a motivation tool for encouraging outcome employee innovative ideas. The study assumed that with new leadership new outcome employee innovative ideas could be encouraged. Table 4.16 and Figure 4.16 summarized the results.

**Table 4.16: Statistical Distribution of Respondent on New Leadership Motivation tool in Absolute Frequency (n=44) and Percentage (n=100%)**

New leadership				
New Leadership value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.3	2.3	2.3
Disagree	5	11.4	11.4	13.6
Neutral	8	18.2	18.2	31.8
Agree	21	47.7	47.7	79.5
Strongly Agree	9	20.5	20.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.16: Statistical Distribution on New Leadership Motivation Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study results depicted that (n=30, 67.2%) respondents agree that new leadership was among motivation tools to encourage outcome employee innovative ideas, (n=8, 18.2%) were neutral, (n=6, 13.7%) disagree. From the finding it was discovered that respondent who agree dominated the study. The findings supported the previous research by (Borins; 2001; Yukl, 2002; and Basadur, 2004) who also came up with similar view on leadership being innovative ideas motivator in organizations.

#### 4.3.1.4.9 New Program and Opportunity

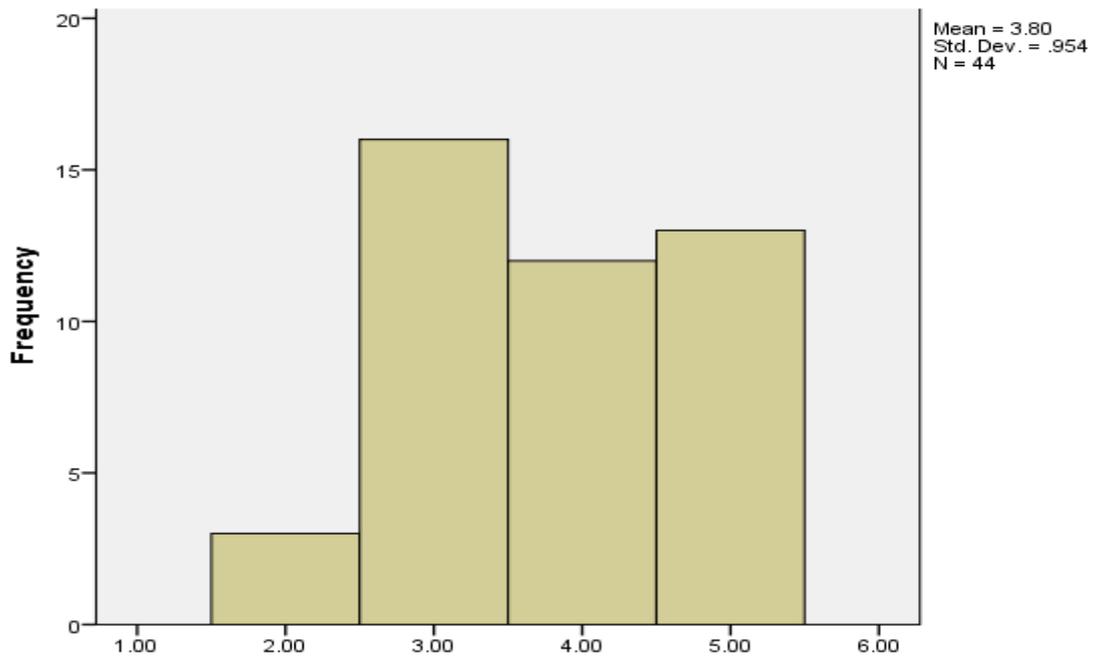
The study explored the applicability of new program and opportunity as a motivation tool used by organizations. The researcher assumed that today's organizations were operating under entrepreneurial concept of exploring opportunities to develop new programs that could motivate outcome employee innovative ideas in the public settings as compared to the private settings. Table 4.17 and Figure 4.17 summarize the results.

**Table 4.17: Statistical Distribution on New Programs and Opportunity**

**Motivation Tool in Absolute Frequency (n=44) and in Percentage (n= 100%)**

<b>New Program and Opportunity</b>				
<b>New Program and Opportunity value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	3	6.8	6.8	6.8
Neutral	16	36.4	36.4	43.2
Agree	12	27.3	27.3	70.5
Strongly Agree	13	29.5	29.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.17: Statistical Distribution on New Programs and Opportunity Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The researched findings presented that the following respondents (n=25, 56.8%) agree, (n=16, 36.4%) were neutral, and (n=3, 6.8%) disagree on new program and opportunity being a tool for encouraging outcome employee innovative ideas. This study was dominated by respondents who agree. The findings were similar to facts by (Sundbo, 1999; Borins, 2001; Merx- Chermin and Nijhof, 2005; and Homiga et al., 2012) who previously observed that new programs stimulated employees towards outcome innovative ideas.

#### **4.3.1.4.10 Technological Change**

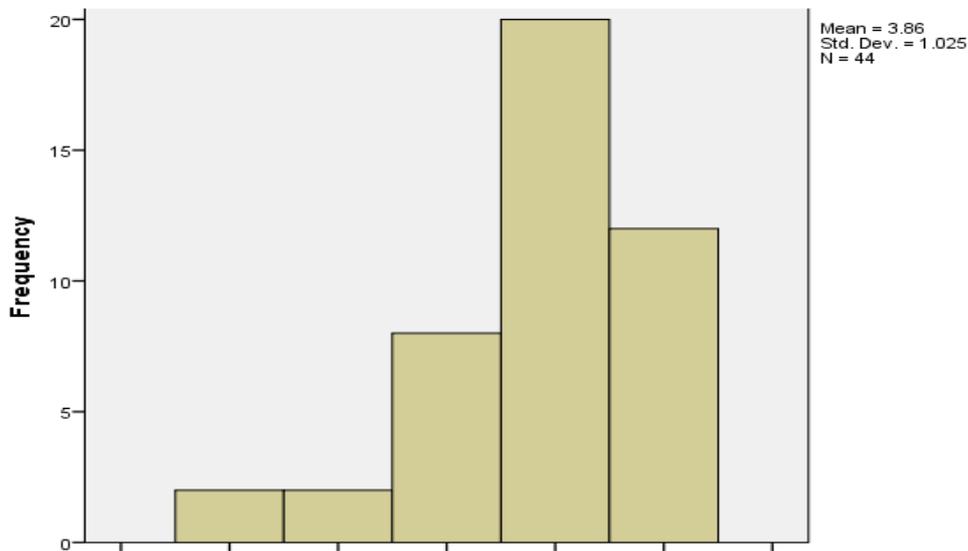
Since today's world was emphasizing on technology, the study examined the worth of technological change as a motivation tool for outcome employee innovative ideas. The researcher assumed that since technology was yet to be fully established by

many organizations in Tanzania, could not be among the motivation tools in the public settings. Table 4.18 and Figure 4.18 summarize the finding.

**Table 4.18: Statistical Distribution on Technological Change Motivation Tool in Absolute Frequency (n=44) and Percentage (n=100%)**

Technological Change				
Technological change value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	4.5	4.5	4.5
Disagree	2	4.5	4.5	9.1
Neutral	8	18.2	18.2	27.3
Agree	20	45.5	45.5	72.7
Strongly Agree	12	27.3	27.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.18: Statistical Distribution of Respondent on Technological Change Motivation Tool in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study portrayed that (n=32, 72.8%) respondents agreed on technological change being a motivation tool for outcome employee innovative ideas in the organization, (n=8, 18.2%) were neutral, and (n=4, 5%) disagreed. From the study results

respondents who agreed dominated. The study findings supported (Sundbo, 1999; Borins, 2001; Merx- Chermin and Nijhof, 2005; and Homiga et al., 2012) researched work which provided that new technology engineered changes which attracted employees towards outcome innovative ideas to cope with the situation.

**Table 4.19: Summarized Presentation of Motivation Tools in Percentage Score (n=100%)**

SN	Motivation Tools	Total Respondent	Disagree %	Neutral %	Agree %	Percentage %
1.	Rewards and Awards	44	6.8	20.5	72.7	100.0
2.	Salary and Compensation	44	18.2	20.5	64.4	100.0
3.	Training and learning	44	9.0	18.2	72.7	100.0
4.	Innovative trust and recognition	44	11.3	25.0	63.6	100.0
5.	Political systems	44	40.9	43.2	15.9	100.0
6.	Punishment	44	36.3	34.4	29.5	100.0
7.	Crisis	44	45.0	38.6	15.9	100.0
8.	New leadership	44	13.7	18.2	67.2	100.0
9.	New program and opportunity	44	6.8	36.4	56.8	100.0
10	Technological change	44	5.0	18.2	72.8	100.0

Source, Field data (2014)

#### 4.3.1.4.11 Motivation Tools in a Summarized Presentation

Since motivational tools explored ranged from (1-10) in which each tool was analyzed separately basing on (n=,44,100%) it was necessary for the researcher to condense the percentage scores in terms of (disagree, neutral and agree) in one table. This was guaranteed to easily help readers to identify the tools that scored very high than the other in those three areas which guided data analysis and interpretation. Here under Table 20 in percentage statistics summarized the results.

The above summarized presentation informed that with exception of political systems, punishment and crisis that were not agreed upon to be motivation tools applicable in institutions, the rest which were rewards and award, training and learning, technological change, salary and compensation, innovative trusts and recognition, new leadership and new program scored above 50% to exhibit that were tools for motivating innovative ideas.

This illustrated that 70% of motivation tools suggested by previous researchers such as (Vrooms 1964; Sundbo, 1999; Borins, 2001; Merx- Chermin and Nijhof, 2005; and Homiga et al., 2012) functioned in ensuring innovative ideas in public institutions.

#### **4.4.2.1 Exploration of Leadership Techniques for Encouraging Outcome Employee Innovative Ideas and Effects on Customers and Employees**

This was the second study objective that aimed at determined leadership techniques for encouraging outcome employee innovative ideas in the organization. In order to gather data a standardized questionnaire was developed and distributed to respondents. However, in data interpretation the researcher combined strongly disagree values with disagree and strongly agree with agree because all meant the same to simplify data interpretation. Below was the analysis and interpretation of each questionnaire.

#### **4.4.2.2 Influence**

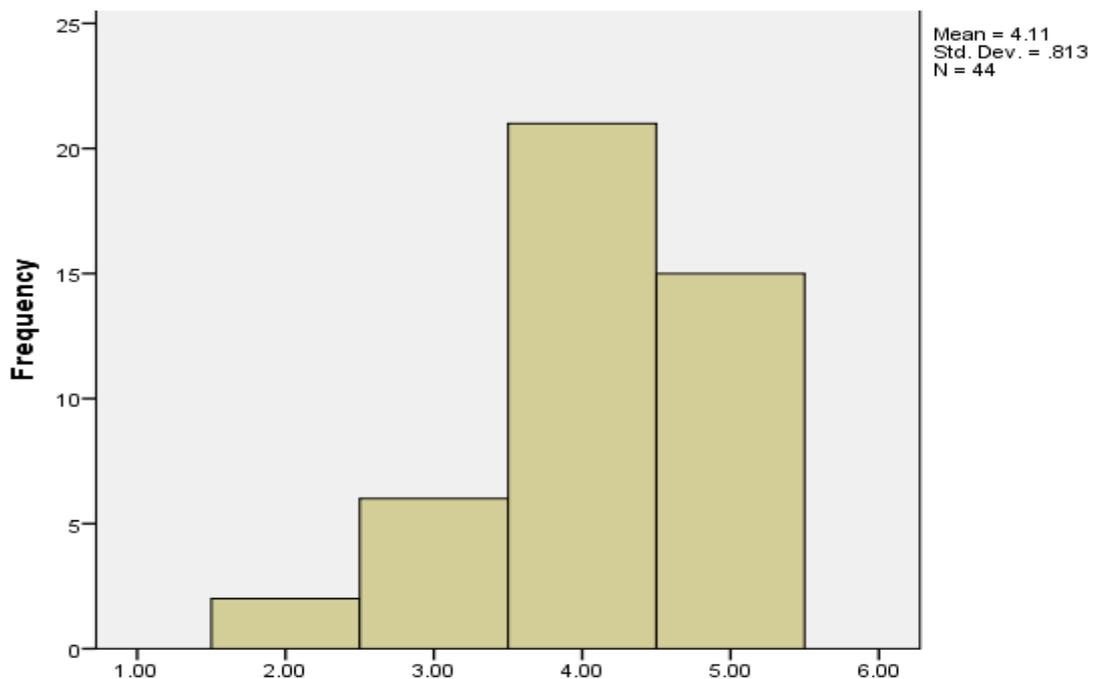
Since most of the researchers explained that influence was among the techniques used by leadership to encourage outcome employee innovative ideas in the

organization as described by (Yukl, 2002). Influential leaders had an opportunity of mobilizing outcome employee innovations by changing their thinking and making them come up with new projects. Table 4.20 Figure 4.20 summarized the findings.

**Table 4.20: Statistical distribution on Influence Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

Influence				
Influence value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.5	4.5	4.5
Neutral	6	13.6	13.6	18.2
Agree	21	47.7	47.7	65.9
Strongly Agree	15	34.1	34.1	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.19: Statistical Distribution on Influence Leadership Technique In Absolute Frequency (n=44)**

Source: Field data, (2014)

The results informed that the study was dominated by (n=36,81.8%) respondents who agree that influence was among the techniques used by leadership to encourage outcome employee innovative ideas, (n=6,13.6%) were neutral in opinion, (n=2,4.5%) disagree. From the findings it was proved that influence was among techniques used by leaders to encourage customers and employees towards outcome innovative ideas. The study findings matched with findings from (Yukl, 2002; and Basadur, 2004) that similarly proved that influence was key towards generation of innovative ideas in organization.

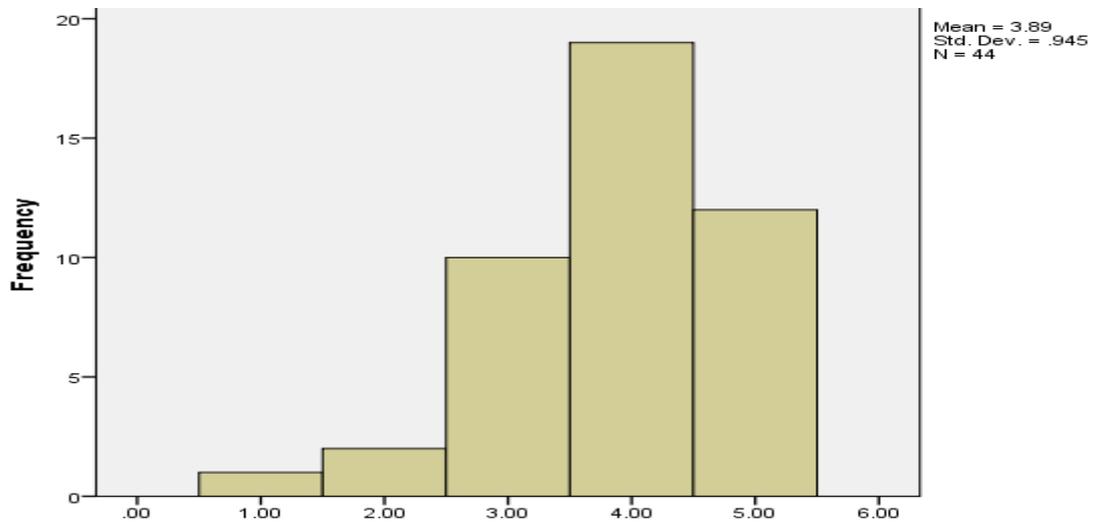
#### 4.4.2.3 Visionary Leadership

The previous researchers assumed that outcome employee innovative ideas were encouraged by a leadership technique of visionary leadership in the sense that, organizations were operating under a vision manned by the leaders and leaders entailed vision talent. This motivated the research study to examine the same as was given by (Yukl, 2002). Table 4.21 and Figure 4.20 summarized the findings.

**Table 4.21: Statistical Distribution on Visionary Leadership Technique in Absolute Frequency (n=44) and in Percentage (n= 100%)**

Visionary leadership				
Visionary leadership value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.3	2.3	2.3
Disagree	2	4.5	4.5	6.8
Neutral	10	22.7	22.7	29.5
Agree	19	43.2	43.2	72.7
Strongly Agree	12	27.3	27.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.20: Statistical Distribution on Visionary Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The findings revealed that the study was dominated by (n=31,70.5%) respondents who agree that visionary leadership technique motivated outcome employee and customer innovative ideas, (n=10, 22.7%) were neutral, (n=3, 6.8%) disagree. It was therefore elaborated by findings that visionary leadership technique was applicable in encouraging innovative ideas in the organization. This gained support from (Sundbo, 1999; Borins, 2001 Yukl, 2002; and Basadur, 2004; Merx- Chermin and Nijhof, 2005; and Homiga et al., 2012) that placed visionary leadership at the center of innovative ideas.

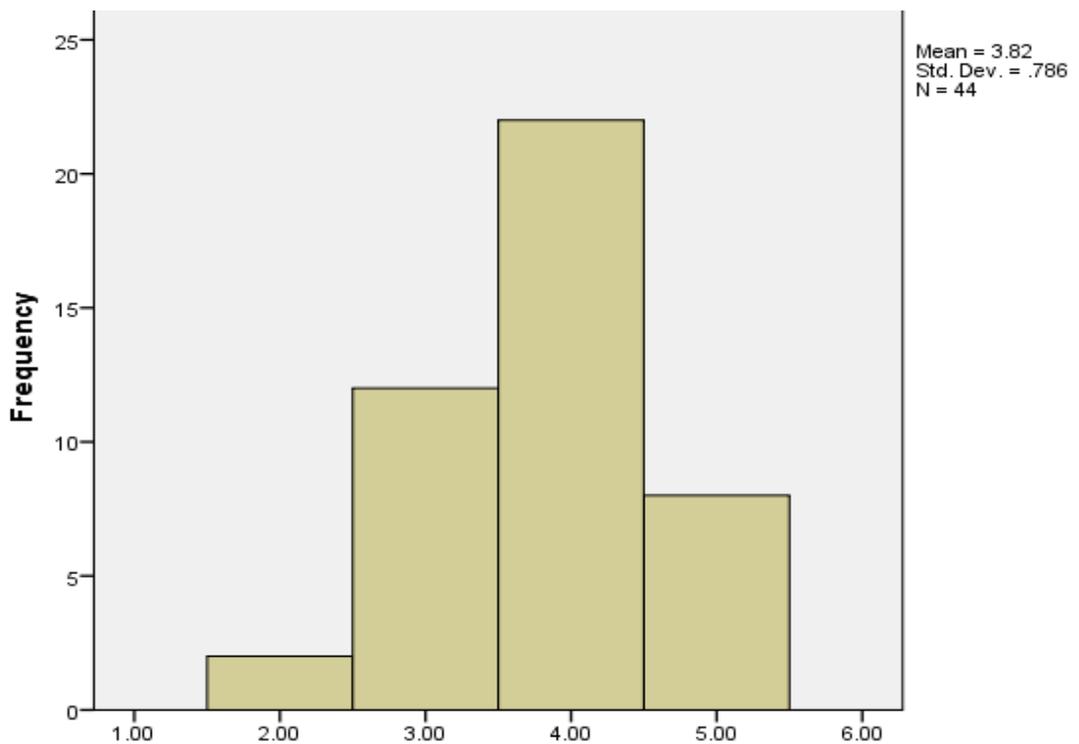
#### **4.4.2.4 Delegation and Job Focus**

In the previous studies it was assumed that outcome employee innovative ideas were encouraged by delegation and job focus techniques by leadership. This motivated the study to examine the whether this technique carry weight as provided by (Yukl, 2002). 4.22 and Figure 4.21 summarized the findings.

**Table 4.22: Statistical Distribution on Delegation and Job focus Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

Delegation and Job Focus				
Delegation and Job Focus value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.5	4.5	4.5
Neutral	12	27.3	27.3	31.8
Agree	22	50.0	50.0	81.8
Strongly Agree	8	18.2	18.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.21: Statistical Distribution Delegation and Job Focus Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings stated that (n=30, 68.2%) of respondents agree that delegation and job focus were leadership techniques applied by leadership to encourage outcome employee and customer innovative ideas, (n=12, 27.3%) took a neutral

position, (n=2, 4.5%) disagree. It was imperative for the researcher to come up with a view that delegation and job focus were crucial in public organization. This was supported by previous findings from (Vroom' expectancy theory 1964; Sundbo, 1999; Borins, 2001 Yukl, 2002; and Basadur, 2004; Merx- Chermin and Nijhof, 2005; and Homiga et al., 2012) that insisted on delegation and job focus in ensuring innovative ideas.

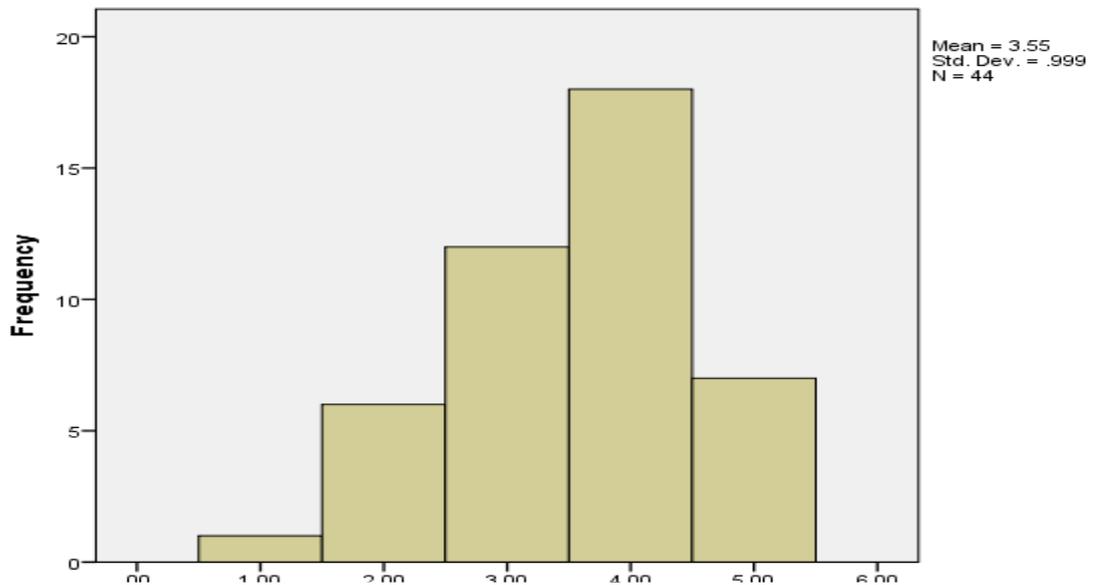
#### 4.4.2.5 Provision of Challenging Job

The researcher had a conception that challenging jobs contributed to outcome innovative ideas in many organizations and leadership considered it in maintaining the same. This motivated the study to explore the whether this technique hold a reality in public institutions in Tanzania as it was found by previously studies in the private organizations. Table 4.23 and Figure 4.22 summarized the findings.

**Table 4.23: Statistical Distribution on Provision of Challenging Job leadership Technique in Absolute Frequency (n=44) and in Percentage (n= 100%)**

Provision of Challenging Jobs				
Provision of Challenging Jobs value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.3	2.3	2.3
Disagree	6	13.6	13.6	15.9
Neutral	12	27.3	27.3	43.2
Agree	18	40.9	40.9	84.1
Strongly Agree	7	15.9	15.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.22: Figure 23: Statistical Distribution on Provision of Challenging Job Technique for Encouraging Outcome Employee Innovative Ideas in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings showed that (n=15,56.8%) respondents who agree that provision of challenging job was among the techniques used by leadership to culminate outcome employee innovative ideas dominated the study, (n=12,27.3%) were neutral, (n=7,15.9%) disagree. From the results challenging jobs to customers and employees encouraged outcome employee innovative ideas. The findings obtained support from previous researchers such as (Vroom' expectancy theory 1964; Sundbo, 1999; Borins, 2001 Yukl, 2002; and Basadur, 2004; Merx- Chermin and Nijhof, 2005; and Homiga et al., 2012) also entailed that with challenging jobs innovative ideas were boosted.

#### **4.4.2.6 Participatory Decision Making and Meeting**

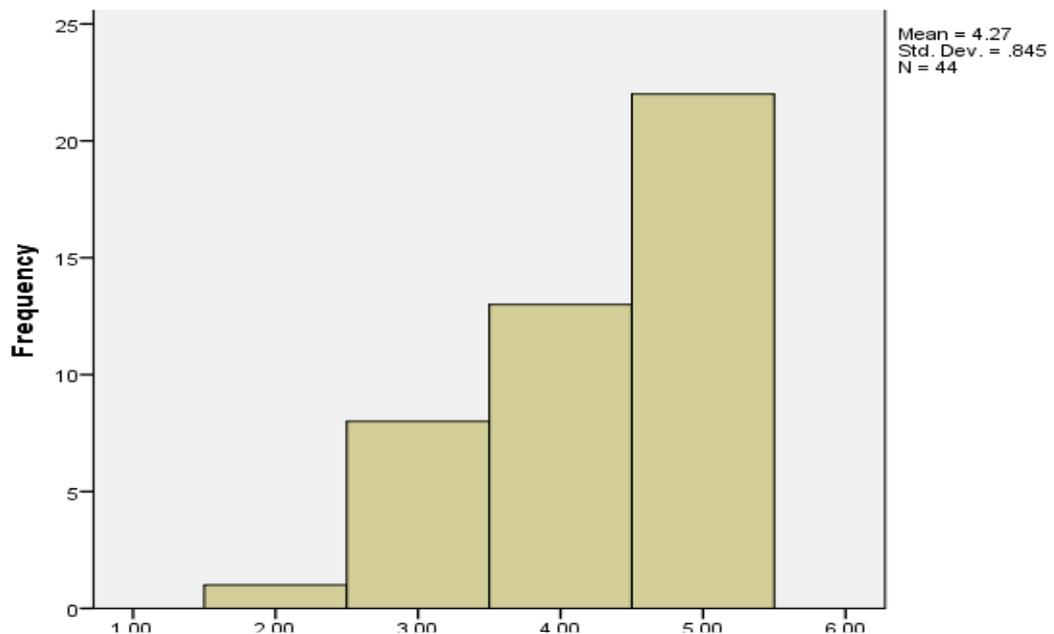
This study examined the worth of participatory decision making and meetings as leadership technique to encourage outcome employee innovative ideas in the

organization. The view behind this was that the more the employee participation in decision making, the more the innovative ideas are being encouraged by leadership. Table 4.24 and Figure 4.23 summarized the findings in a statistical form.

**Table 4.24: Statistical Distribution of Respondent on Participatory Decision Making and Meeting Leadership Technique in Absolute Frequency (n=44) and in Percentage (n= 100%)**

Participatory Decision Making and Meeting				
Participatory Decision Making and Meeting value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	2.3	2.3	2.3
Neutral	8	18.2	18.2	20.5
Agree	13	29.5	29.5	50.0
Strongly Agree	22	50.0	50.0	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.23: Statistical Distribution of Respondent on Participatory Decision Making and Meeting Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The findings proved that the study was dominated by respondents (n=35, 79.5%) that agree on participatory decision making being leadership techniques of encouraging outcome employee innovative ideas in the organization,(n=8,18.2%) neutral position, (n=1,4.5%) disagree. From the findings it was found that leadership engaged employees and customers in participatory decision making to encourage innovative ideas. The findings were in line with (2001 Yukl, 2002; and Basadur, 2004) previous study findings that elaborated that without participation in decision making it was unlikely to attract innovative ideas by the organization.

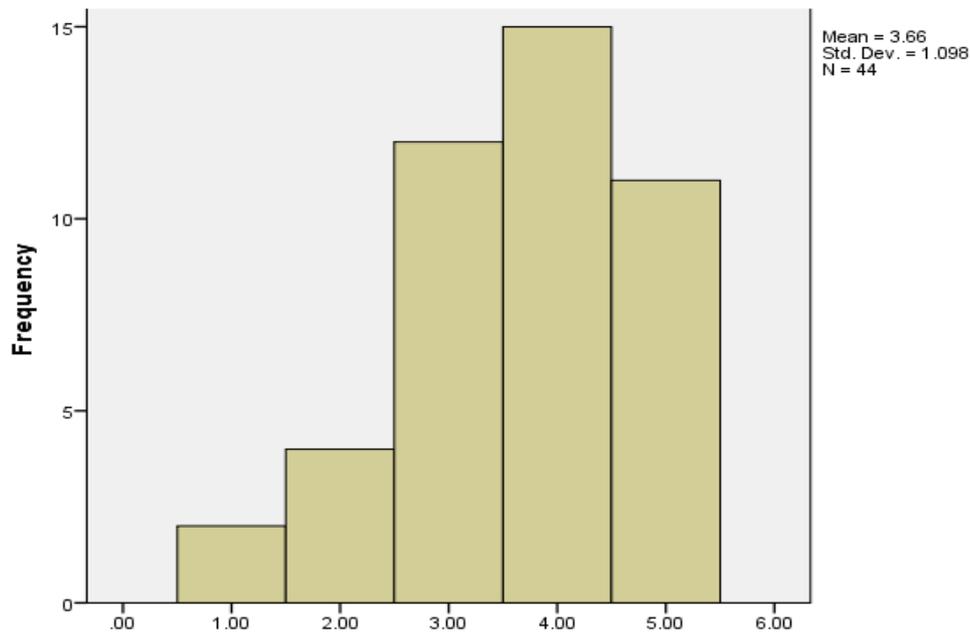
#### 4.4.2.7 Recognizing Employee Needs

This study explored the applicability of recognizing employee needs leadership technique in encouraging outcome employee innovative ideas in the organization. The researcher assumed that through recognition of employees need innovative ideas were enhanced by leadership. Table 4.25 and Figure 4.24 summarized the findings on respondent opinions.

**Table 4.25: Statistical Distribution on Recognizing Employee Needs Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Recognition of Employee needs</b>				
<b>Recognition of Employee needs value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	2	4.5	4.5	4.5
Disagree	4	9.1	9.1	13.6
Neutral	12	27.3	27.3	40.9
Agree	15	34.1	34.1	75.0
Strongly Agree	11	25.0	25.0	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.24: Statistical distribution Recognizing Employee Needs Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings showed that number of respondent who agreed (n=26, 59.1%) dominated the study as compared with (n=23, 27.3%) who were neutral, and (n=6, 13.6%) that disagreed on recognizing employee needs being leadership techniques to encourage outcome employee innovative ideas in the organization. From the findings it was discovered that leaders devoted into recognizing employee and customer needs to stimulate outcome innovative ideas. The findings were supported by (Vroom's expectancy theory 1964; Sundbo, 1999; and Merx-Chermin, 2005) of whom delivered that employee felt better and become more innovative after realizing that leadership recognized what they were doing.

#### **4.4.2.8 Directing and Organizing Work**

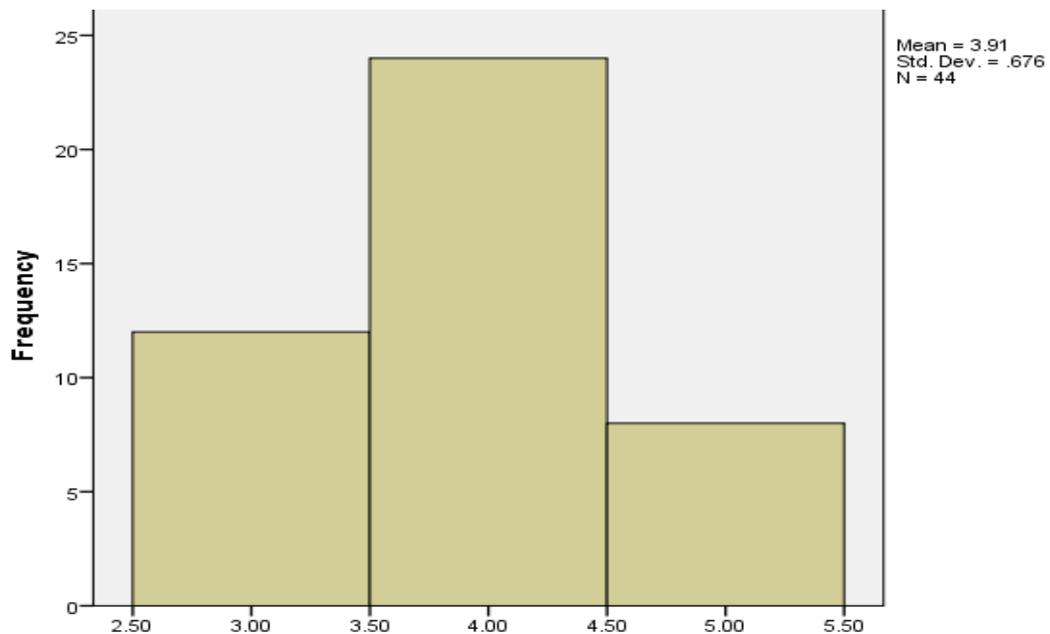
This study examined the applicability of directing and organizing work leadership technique of encouraging outcome employee innovative ideas in the organization.

The assumption was that with directives and work organization could lead into innovative ideas to customers and employees because most of the people prefer to be directed and given organized work. Table 4.26 and Figure 4.25 summarized the findings.

**Table 4.26: Statistical Distribution on Directing and Organizing Work Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

Directing and Organizing Work				
Directing and Organizing Work	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	12	27.3	27.3	27.3
Agree	24	54.5	54.5	81.8
Strongly Agree	8	18.2	18.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.25: Statistical Distribution on Directing and Organizing Work Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

This study results indicated that number of respondents who agree (n=32, 72.7%) dominated the study as compared with (n= 12, 27.3%) who were neutral. From the analyzed data the researcher interpreted the results in the sense that customer and employee innovative ideas were reinforced through directing and organizing work by leadership. Similarly the study findings were given support by (Vroom's theory of 1963; Borins 2001; Yukl 2002; and Sundbo, 1999) in return who explained that proper innovative ideas in the organization were produced through directing employees and organizing work.

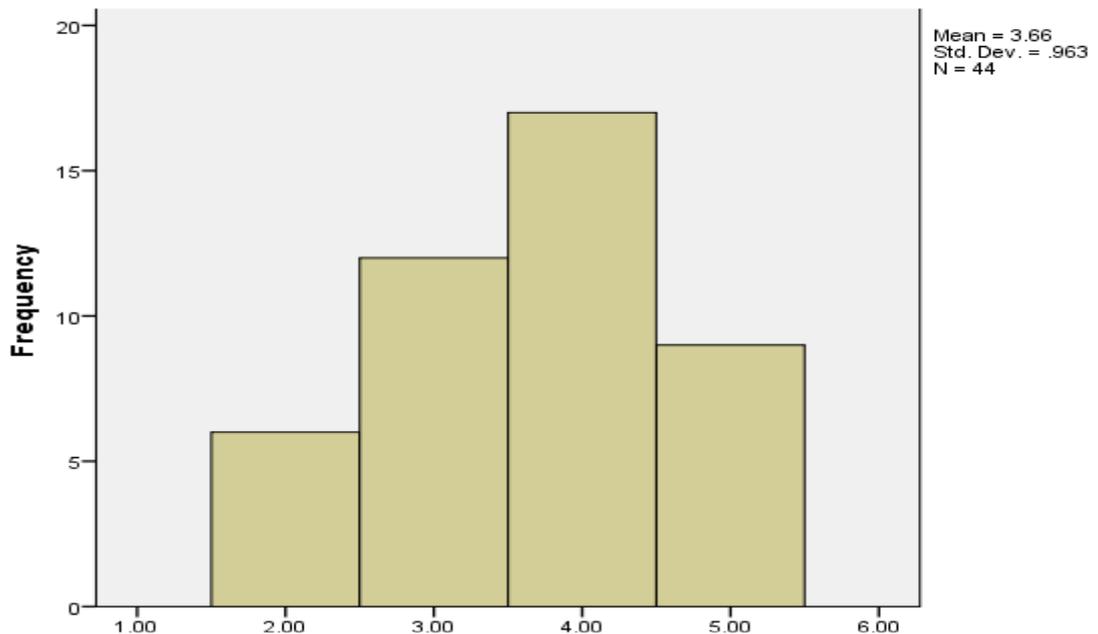
#### 4.4.2.9 Networking Employees

The researcher had a view that networking employees functioned as unity towards innovative ideas. This study examined the applicability of networking employee's leadership technique of encouraging outcome employee innovative ideas in the organization. It was assumed that employee network functioned better by encouraging innovative ideas through teams. Table 4.27 and Figure 4.26 summarized the findings.

**Table 4.27: Statistical Distribution on Networking Employees Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Networking Employee</b>				
<b>Networking employee value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	6	13.6	13.6	13.6
Neutral	12	27.3	27.3	40.9
Agree	17	38.6	38.6	79.5
Strongly Agree	9	20.5	20.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Research Findings, (2014)



**Figure 4.26: Statistical Distribution on Networking Employee Leadership Technique in Absolute Frequency (n=44)**

Source: Research Findings, (2014)

The findings from the study showed that it was dominated by (n=26, 59.1%) respondents who agree that networking employees was among the leadership techniques for encouraging outcome employee innovative ideas, (n=12, 27.3%) neutral, and (n=6, 13.6%) disagree. This proved a fact leaders networked employees and to encourage outcome innovative ideas. The results obtained had no difference with the findings of the study conducted by (Merx-Chermin, 2005) who advocated that innovative ideas sounded better in places where employees were networked.

#### **4.4.2.10 Communication and Information**

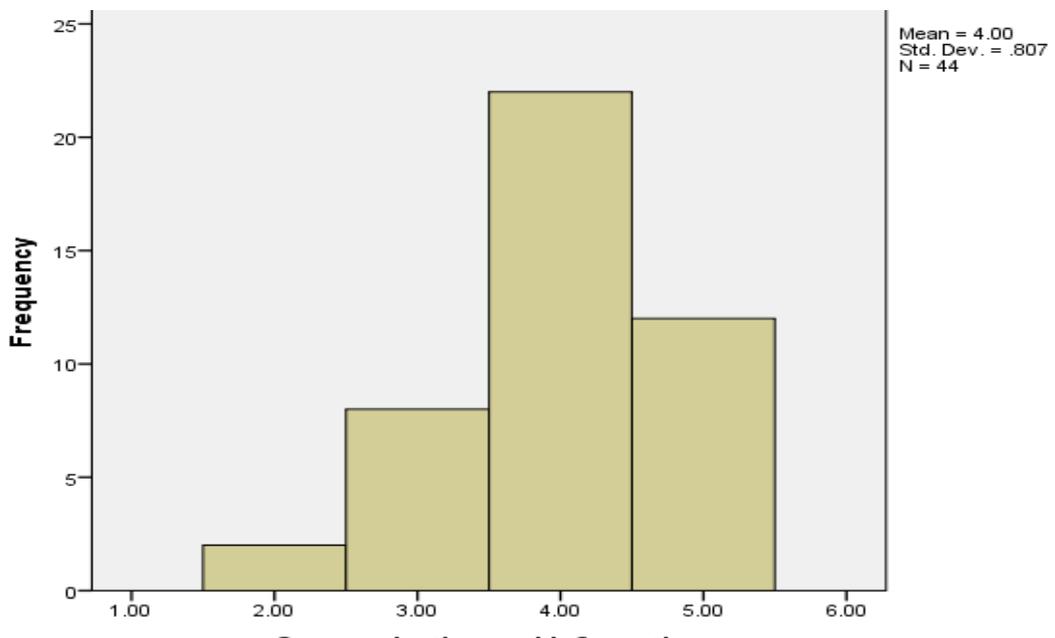
Communication and information were perceived by the researcher as the back bone of innovative ideas in any organization. Basing on that conception, the researcher was encouraged to verify the validity of communication and information leadership techniques in relation with outcome employee innovative ideas as described by

(Yukl, 2001) in the context of Tanzania public institutions. Table 4.28 and Figure 4.27 summarized the findings.

**Table 4.28: Statistical Distribution on Communication and Information Leadership Techniques in Absolute Frequency (n=44) and Percentage (n= 100%)**

Communication and Information				
Communication and Information value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.5	4.5	4.5
Neutral	8	18.2	18.2	22.7
Agree	22	50.0	50.0	72.7
Strongly Agree	12	27.3	27.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.27: Statistical Distribution on Communication and Information Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The findings above revealed that the study was dominated by (n=34, 77.3%) respondents agreeing that communication and information were among the

leadership techniques of encouraging outcome employee innovative ideas, (n=8, 18.2%) were neutral, and (n=2, 4.5%) disagreed. Basing on the findings the researcher realized that leaders establish communication and information network in the organization to ease a task of making customers and employees produce innovative ideas for organizations development and satisfaction of the later. The findings matched with what (De Jongetal., 2007) discovered when studying how leaders influence employee innovative behavior.

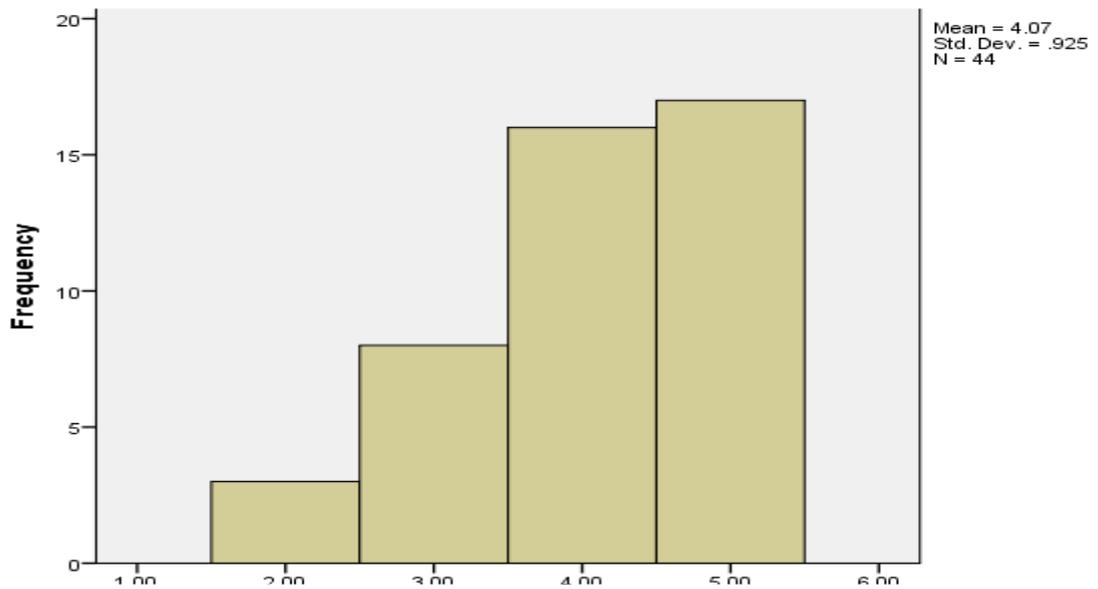
#### 4.4.2.11 Seminars and Workshop

This study was interested in collecting information on seminars and workshop leadership technique of encouraging outcome employee innovative ideas in the organization. The researcher had a notion that knowledge obtained from seminars and workshop was at employees' epicenter for innovative ideas sensitization. It was this notion that made the researcher to conduct a study. Table 30 and Figure 29 in statistics summarized the findings on respondent opinions.

**Table 4.29: Statistical Distribution on Seminar and Workshop Leadership Technique in Absolute Frequency (n=44) and Percentage (n=100%)**

<b>Seminars and Workshops</b>				
<b>Seminars and Workshops value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	3	6.8	6.8	6.8
Neutral	8	18.2	18.2	25.0
Agree	16	36.4	36.4	61.4
Strongly Agree	17	38.6	38.6	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.28: Statistical Distribution on Seminar and Workshop Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The findings of the study proved a fact that the study was dominated by (n=33, 74%) respondent who agree that seminars and workshop were used as techniques to encourage outcome employee innovative ideas (n=8, 39%) were neutral, and (n=3, 6.8%) respondents disagree. The study portrayed a reality as it was found by (De Jong et al. 2007) in the sense that leaders provided seminars and workshops to customers and employees for the sake of encouraging their innovative capability necessary for productivity.

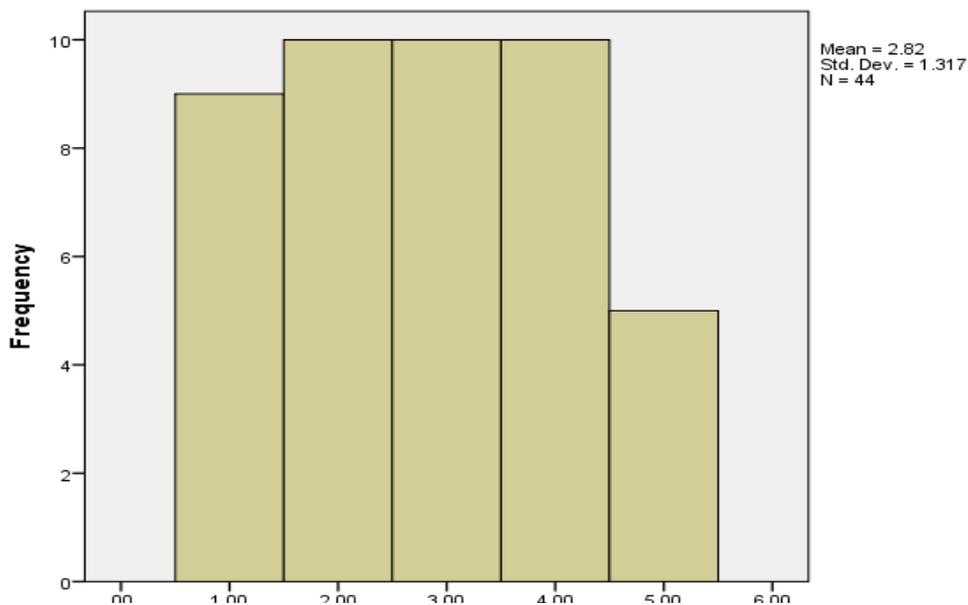
#### **4.4.2.12 Sports and Games**

The notion built by the researcher was that sports and games brought employees and customers together and maintained their physical and mental capacity which was required for generating innovative ideas. This study concerned with the worth of sports and games leadership technique in the process of assuring innovative ideas in the organization by collecting information from (n=44) respondents. Table 31 and Figure 30 summarized the findings.

**Table 4.30: Statistical Distribution on Sports and Games Leadership Techniques in Absolute Frequency (n=44) and Percentage (n= 100%)**

Sports and Games				
Sports and games value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	9	20.5	20.5	20.5
Disagree	10	22.7	22.7	43.2
Neutral	10	22.7	22.7	65.9
Agree	10	22.7	22.7	88.6
Strongly Agree	5	11.4	11.4	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.29: Statistical Distribution on Sports and Games Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study results showed that the study was dominated by (n=19, 43.2%) respondent that disagree on sports and games being a leadership technique of encouraging outcome employee innovative ideas (n=15, 34.1%) agree, (n=10, 22.7%) were neutral. From the study results, the researcher observed that leaders ignored sports

and games as being useful to equipping customers and employees in an innovative capability. Also the study results deviated from what the previous researchers such as (Sundbo, 1999; Borins, 2001 Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005; De Jong et tal., 2007; and Homiga et al., 2012) had found. This made the researcher to recommend that public institutions seemed to be behind in applying sports and games for the sake of generating customers and employee’s innovative ideas.

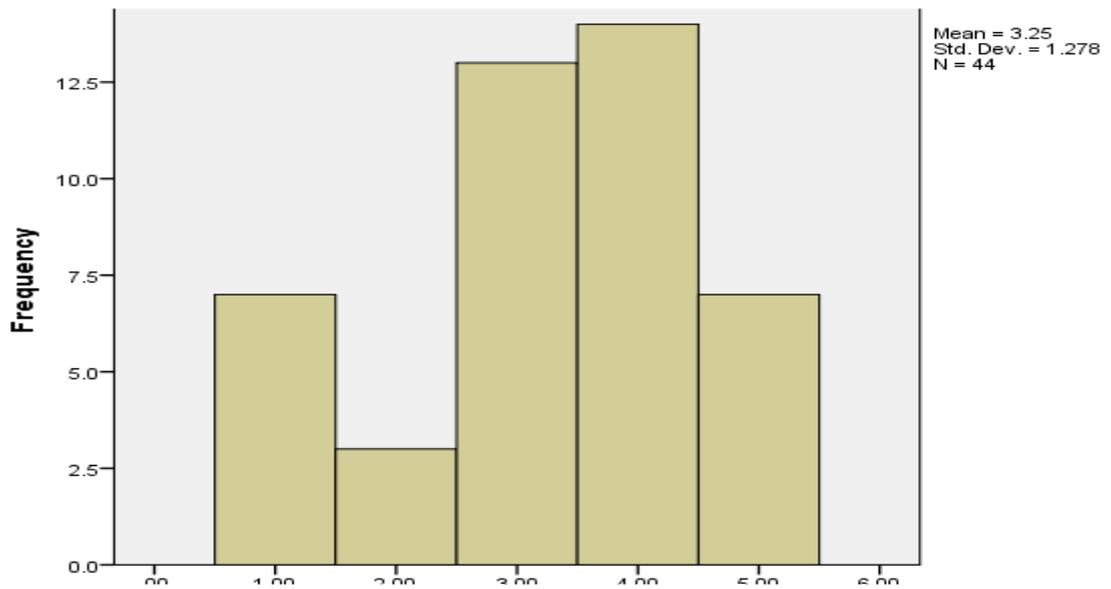
#### 4.4.2.13 Cocktail Parties and Celebration

The researcher assumed that cocktail parties and celebration that existed in organization catered a problem of both employees and customers not being innovative because acted as a link between employees, leadership and customers. This study examined whether cocktail parties and celebration leadership technique were applied to stimulate outcome employee innovative ideas in the organization. Table 4.31 and Figure 4.30 summarized the results.

**Table 4.31: Statistical Distribution on Cocktail Parties and Celebration Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Cocktail Parties and Celebrations</b>				
<b>Cocktail parties and celebration</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	7	15.9	15.9	15.9
Disagree	3	6.8	6.8	22.7
Neutral	13	29.5	29.5	52.3
Agree	14	31.8	31.8	84.1
Strongly Agree	7	15.9	15.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.30: Statistical Distribution on Cocktail Parties and Celebration Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings indicated that (n=21, 47.7%) that agreed on cocktail parties and celebrations leadership techniques applicability in encouraging outcome employee innovative ideas dominated the study, (n=13, 29.5%) in neutral opinion followed, and (n=10, 22.7%) disagreed and composed of the least number. The study results signified that leaders applied cocktail parties and celebrations to engage customers and employees in innovative ideas status. The study findings concurred with the findings from the previous researchers (Sundbo, 1999; Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005; De Jong et al., 2007; and Homiga et al., 2012) who also realized the applicability of cocktail parties for the purpose of maintaining innovative ideas in the organization.

#### **4.4.2.14 On -the -Job Study Tours and Sabbatical Leave**

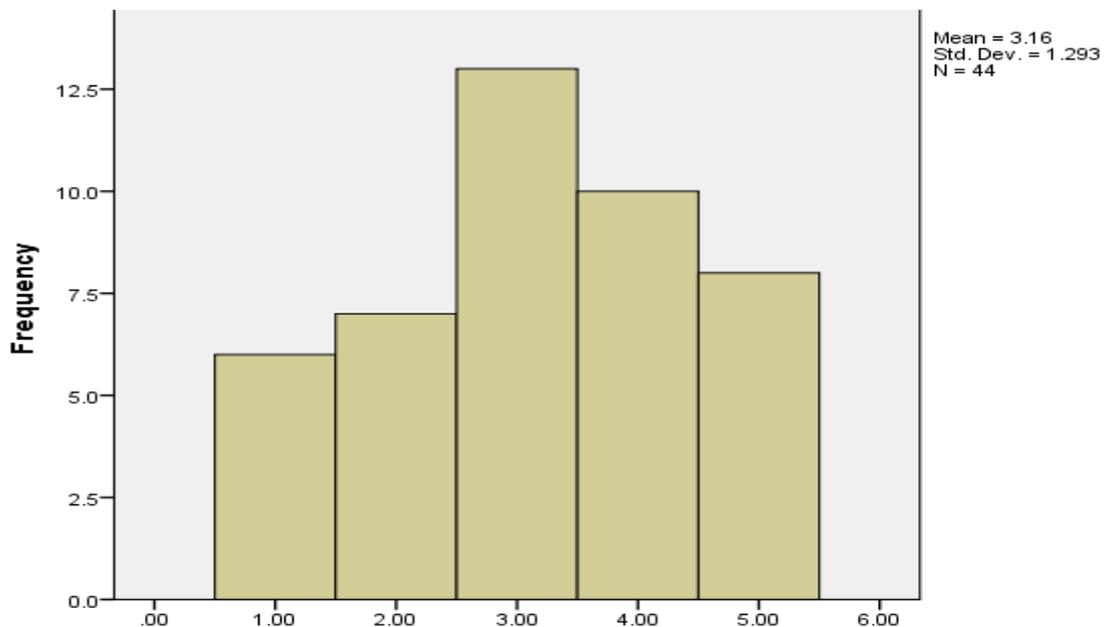
It was assumed by the researcher that on the job study tours and sabbatical leave had a vital contribution towards generating innovative ideas because through such

opportunities employees learn new innovative ideas. This study examined the worth of on the job study tours and sabbatical leave leadership technique in the organization in relation with innovative ideas encouragement. Table 4.32 and Figure 4.31 summarized the results.

**Table 4.32: Statistical Distribution on Job Study Tours and Sabbatical Leave Leadership Technique in Absolute Frequency (n=44) and Percentage (n= 100%)**

On job study tours and sabbatical leave				
On job study tours and sabbatical leave value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	6	13.6	13.6	13.6
Disagree	7	15.9	15.9	29.5
Neutral	13	29.5	29.5	59.1
Agree	10	22.7	22.7	81.8
Strongly Agree	8	18.2	18.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.31: Statistical Distribution on Job Study Tours and Sabbatical Leave Leadership Technique in Absolute Frequency (n=44)**

Source: Field data, (2014)

The results informed that the study was dominated by (n=18,40.9%) respondent who agree that on the job study tour and sabbatical leave were leadership techniques of encouraging outcome employee innovative ideas in the organization, (n=13,29.5%) were neutral and (n=13,29.5%) disagree. It was observed from the study findings that leaders therefore used on job study tour and sabbatical leaves to maintain the standard employees and customer's innovative capability. However the findings were similar with what was discovered by (Yukl, 2002; Basadur, 2004; Merx-Chermin and Nijhof, 2005; De Jong et al., 2007; and Homiga et al., 2012)

#### **4.4.2.15 Leadership Techniques in A Summarized Presentation**

Since motivational tools explored ranged from (1-10) in which each tool was analyzed separately, it was necessary for the researcher to condense the percentage scores in terms of (disagree, neutral and agree) in one table. This was guaranteed to easily help readers to identify the tools that scored very high than the other in those three areas which guided data analysis and interpretation. Here under Table 34 summarized the results.

From the summary above in Table 34 it was verified that with exception of sports and games, the rest were leadership techniques applied in encouraging outcome employee innovative ideas. Also the summary explained that though Cocktail Parties and celebration were accepted by (47.7%) and on job study tours and sabbatical leave by (40.9%) but the percentage of respondents was below (50%) and seems were not considered much by the organization as compared with the percentage of the other techniques which were above (50%) of the respondents.

**Table 4.33: Leadership Techniques in Percentage (n=100%) Presentation**

S/N	Leadership technique	Disagree (n=100%)	Neutral (n=100%)	Agree (n=100%)	Total percentage
1.	Influence	4.5	13.6	81.8	100.0
2.	Visionary leadership	6.8	22.7	70.5	100.0
3.	Delegation and job focus	4.5	27.3	68.2	100.0
4.	Provision of challenging jobs	15.9	27.3	56.8	100.0
5.	Participatory decision making and meeting	4.5	18.2	79.5	100.0
6.	Recognizing employee needs	13.6	27.3	59.1	100.0
7.	Directing and organizing work	0.0	27.3	72.7	100.0
8.	Networking employee	13.6	27.3	59.1	100.0
9.	Communication and information	4.5	18.2	77.3	100.0
10.	Seminars and workshops	6.8	39.0	74.0	100.0
11.	Sports and games	43.2	22.7	34.1	100.0
12.	Cocktail Parties and celebration	22.7	29.5	47.7	100.0
13.	On job study tours and sabbatical leave	29.5	29.5	40.9	100.0

Source, Field data 2014

The study in summary proved that public institutions play a role to encourage innovative ideas likewise the private institutions. Therefore, the findings supported what was observed by previous researchers such as (Sundbo, 1999; Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005; De Jong et tal., 2007; and Homiga et al., 2012) though most of them concentrated on private firms.

#### **4.4.3.1 Outcomes of Encouraging Employee Innovative Ideas**

This was the third study objective which aimed at determining the outputs of encouraging outcome employee innovative ideas in the organization.

Standardized questionnaire was designed. For questionnaire in (i-xiii) a likert scale was used to direct the respondent tick in where the opinions and feeling deemed fit. In the scale (1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly Agree). In interpretation of the study findings, strongly disagree and disagree were combined, also agree and strongly agree were combined to generate statistical total number of because meant the same while neutral stood on its own.

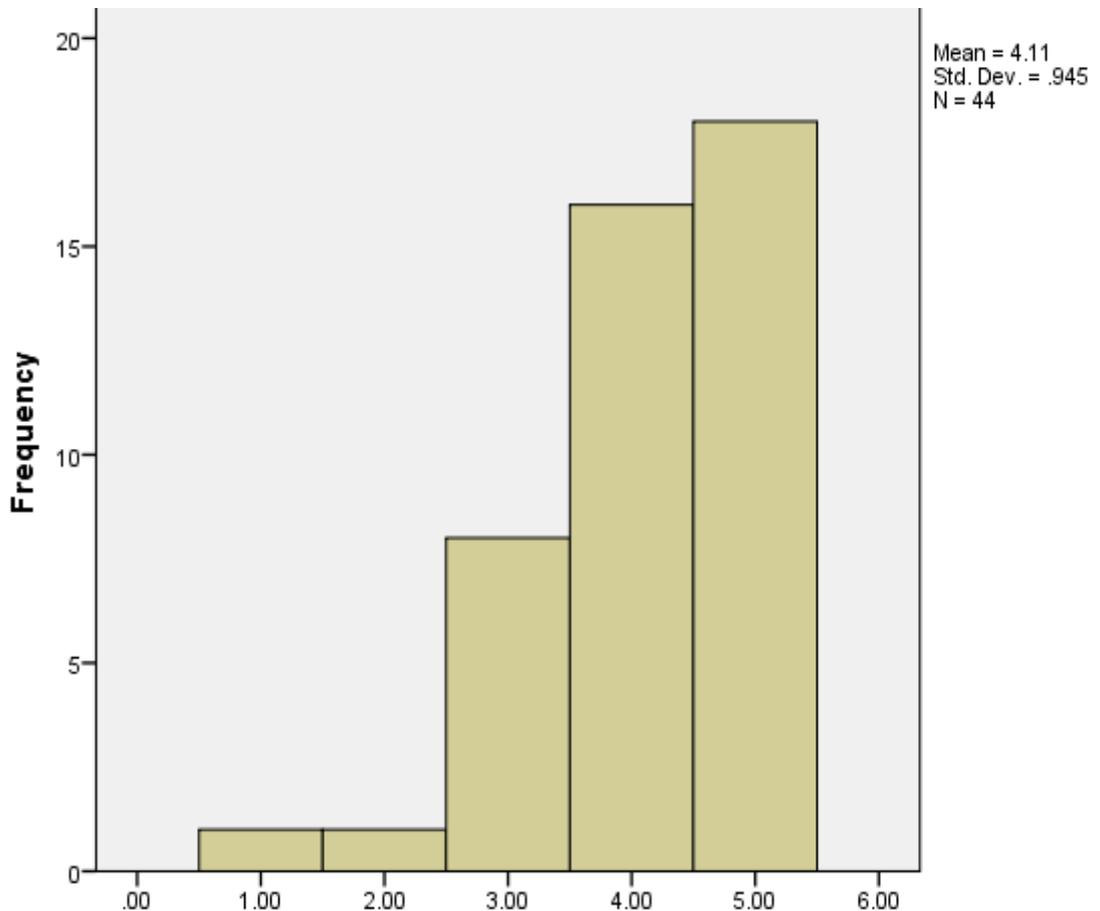
#### 4.4.3.1.1 Customer and Employee Retention

The researcher had a view that employees and customers were retained better by organizations that encouraged innovative ideas. Innovative ideas generated by the organization attracted employees and customers to last for so long with the organization and made them to feel as being part and parcel of the organization. This study examined the fate of customer and employee retention in terms of being outcome of encouraging innovative ideas in the organization. Table 35 and Figure 34 summarized the findings.

**Table 4.34: Statistical Distribution on Customer and Employee Retention Outcomes in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Customer care and Employee Retention</b>				
<b>Customer care and employee Retention value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Strongly disagree	1	2.3	2.3	2.3
Disagree	1	2.3	2.3	4.5
Neutral	8	18.2	18.2	22.7
Agree	16	36.4	36.4	59.1
Strongly Agree	18	40.9	40.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.32: Statistical Distribution of Respondent Opinions on Customer Care and Employee Retention Outcomes in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings depicted that (n=34, 77.3%) respondents who agree that encouraging outcome employee innovative ideas lead into customer and employee retention dominated the study as compared with (n=8, 18.2%) respondents who had a neutral view and (n=2, 4.6%) respondent who disagree. From the results it was realized that employee and customer retention were outcomes of innovative ideas. The study results were the same as what was already given by (Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005; De Jong et tal., 2007; and Homiga et al., 2012).

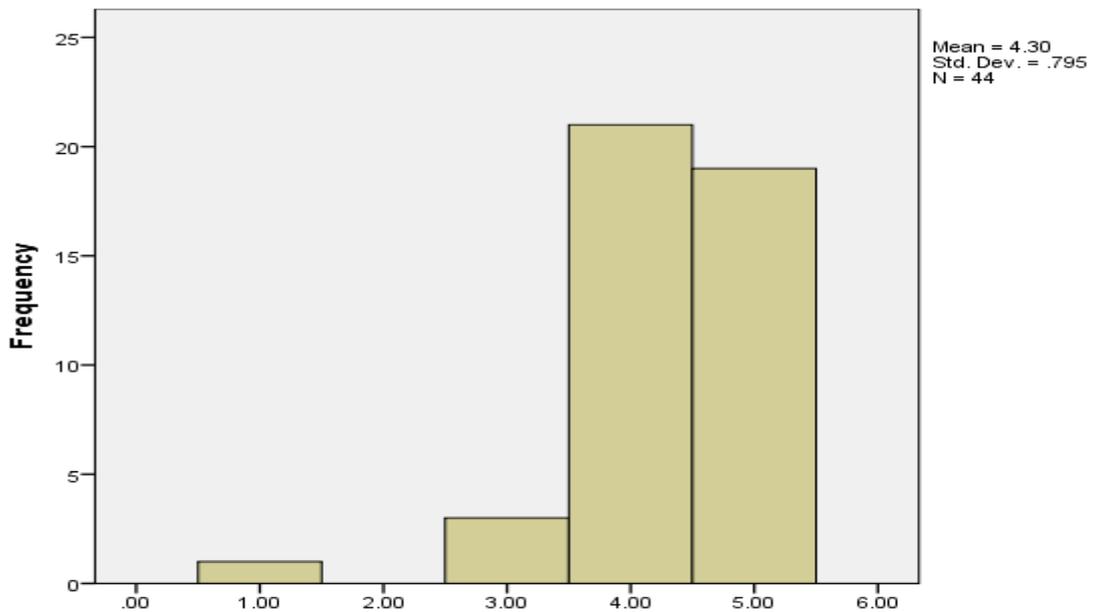
#### 4.4.3.1.2 Employee Morale

This study explored the respondent opinions on whether employee morale was among the outcomes of encouraging outcome employee innovative ideas in the organization. It was perceived by the researcher that employee morale was high due to work place innovative ideas. Table 4.35 and Figure 4.34 summarized the results.

**Table 4.35: Statistical Distribution on Employee Morale Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

Employee Morale				
Employee morale value	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	2.3	2.3	2.3
Neutral	3	6.8	6.8	9.1
Agree	21	47.7	47.7	56.8
Strongly Agree	19	43.2	43.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.33: Statistical Distribution on Employee Morale Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings expressed that (n=40, 90.9%) respondents who agree that employee morale was an outcome of encouraging innovative ideas in the organization, (n=3, 6.8%) respondent were neutral and (n=1, 2.3%) disagree. The results concurred with the ideas of previous researcher's literature such as (De Jong et al., 2007; and Homiga et al., 2012) who pointed out that employee morale was high where outcome employee innovative ideas were encouraged by the organization leadership. Based on the results, the researcher realized that employees' morale in public institutions resulted from innovative ideas.

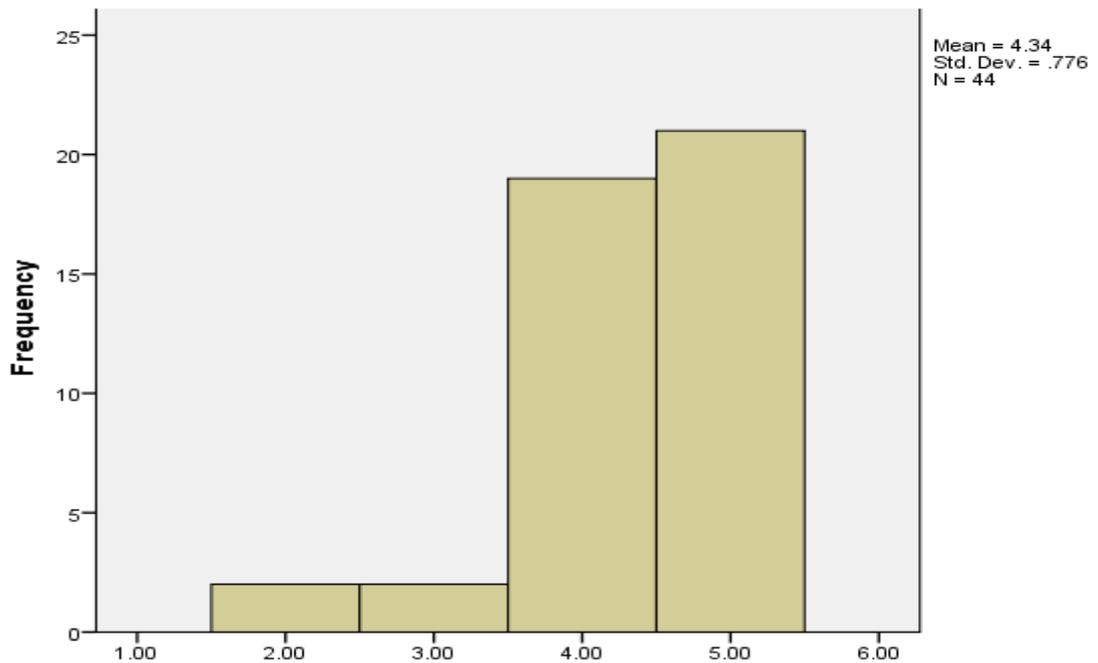
#### 4.4.3.1.3 Productivity

It was the researcher's perception that without innovative ideas in the organization no productivity and vice versa. This study tried to clarify from the respondent opinions on whether productivity was an outcome of motivating innovative ideas in the organization. Table 4.36 and Figure 4.5 in statistics summarized the findings on respondent opinions.

**Table 4.36: Statistical Distribution on Productivity Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Productivity</b>				
<b>Productivity value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	2	4.5	4.5	4.5
Neutral	2	4.5	4.5	9.1
Agree	19	43.2	43.2	52.3
Strongly Agree	21	47.7	47.7	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.34: Statistical Distribution on Productivity Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study results showed that (n=40, 90.9%) respondents who agree that productivity was an outcomes for encourage employee innovative ideas in the organization dominated the study, (n=2, 4.5%) had neutral opinion, (n=2, 4.5%) disagree. From the results it was realized that productivity was caused by attracting outcome employee innovative ideas by the organization. The findings did not deviate from what (Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005) had found in their previously conducted studies.

#### **4.4.3.1.4 Timely Action and Decision**

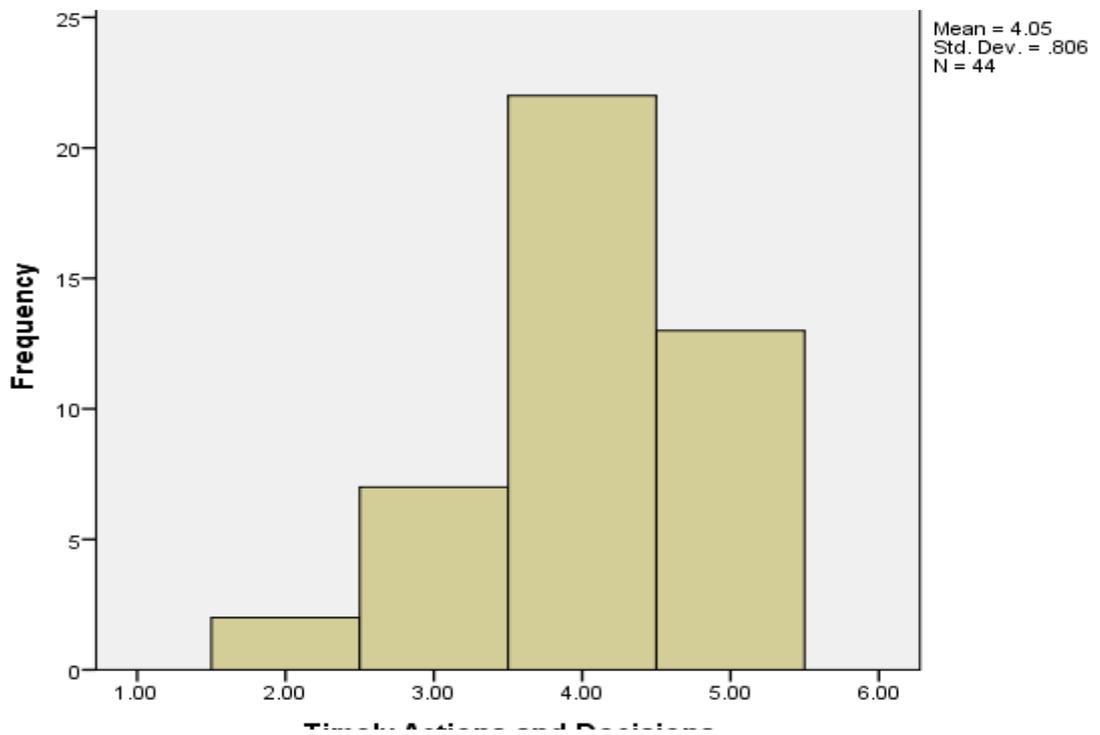
The researcher assumed that with innovative ideas in the organization, timely action and decision were to immediately happen. The question that triggered the researcher was that could this happen in public institutions where there is a prolonged procedural towards timely action and decision? Therefore, this study explored the

fate of timely action and decision in terms of being outcomes of motivating employee innovative ideas. Table 4.37 and Figure 4.36 summarized the results.

**Table 4.37: Statistical Distribution on Timely Action and Decision Outcomes in Absolute Frequency (n=44) and Percentage (n= 100%)**

Timely Actions and Decisions				
Timely Actions and Decisions value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.5	4.5	4.5
Neutral	7	15.9	15.9	20.5
Agree	22	50.0	50.0	70.5
Strongly Agree	13	29.5	29.5	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.35: Statistical Distribution on Timely Action and Decision Outcomes in Absolute Frequency (n=44)**

Source: Field data, (2014)

From this study findings, the researcher observed that (n=35, 79.5%) respondents who agree that timely action and decision were outcomes for encourage outcome employee innovative ideas in the organization dominated the study, (n=7, 15.5%) respondent were neutral, and (n=2, 4.5%) disagree. From the study results it was proved that in any organization where outcome employee innovative ideas were encouraged one of its outcomes were timely action and decision. The results supported what was previously identified by (Merx- Chermin and Nijhof, 2005; De Jong et al., 2007; and Homiga et al., 2012) .These advocated that with innovative ideas in the organization timely actions and decisions were the outcome to foster business continuity.

#### 4.4.3.1.5 Organization Change

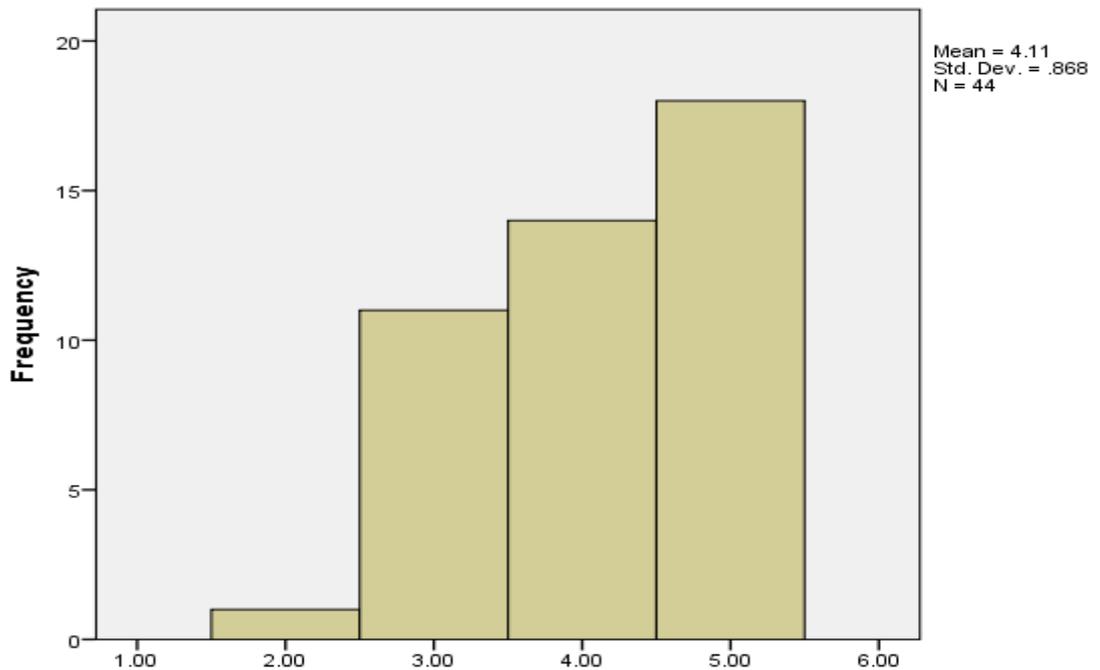
The researcher aspired that all changes that took place in the organization resulted from influencing innovative ideas. This study examined the ideathat management change was among the outcomes of motivating innovative ideas in the organization.

The results were summarized in Table 4.38 and Figure 4.37.

**Table 4.38: Statistical Distribution on Organization Change Outcome of Encouraged Innovative Ideas**

<b>Organization Change</b>				
<b>Organization Change value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	1	2.3	2.3	2.3
Neutral	11	25.0	25.0	27.3
Agree	14	31.8	31.8	59.1
Strongly Agree	18	40.9	40.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.36: Statistical Distribution on Organization Change Outcome of Encouraged Innovative Ideas**

Source: Field data, (2014)

The study results indicated that (n=32, 72.7%) respondents agree that organization change resulted from innovative ideas, (n=11, 25.0%) were neutral and (n=1, 2.3%) disagree. The results supported observations by (Mihyo, 1983; Shivji, 1986; Borins, 2001; and Chambua, 2002) organization change for better employee and customer satisfaction occurred in places where innovative ideas were autonomous. No organization that changed without encouraged outcome innovative ideas.

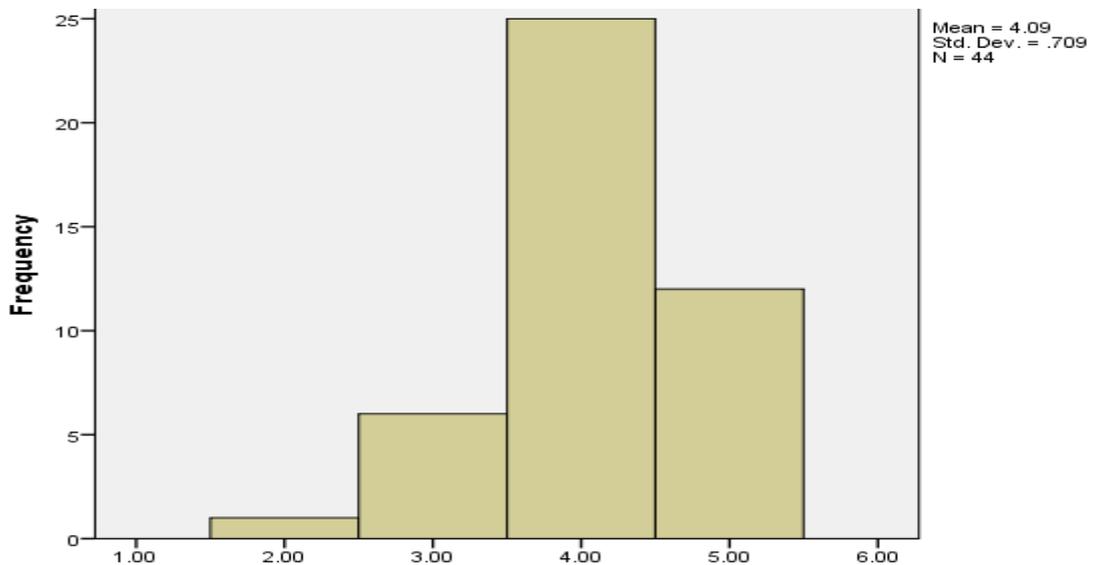
#### **4.4.3.1.6 Management Change**

It was the impression of the researcher that in most of the organizations Management Change that happened was behind the innovative ideas. To verify this impression the study was conducted and the results were as summarized in Table 4.39 and Figure 4.38.

**Table 4.39: Statistical Distribution on Management Change Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

Management Change				
Management Change value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	1	2.3	2.3	2.3
Neutral	6	13.6	13.6	15.9
Agree	25	56.8	56.8	72.7
Strongly Agree	12	27.3	27.3	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.37: Statistical Distribution n Management Change Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The results informed that (n=37, 83.1%) respondents who agree that management change was an outcomes for encouraging employee innovative ideas by the organization dominated the study, (n=6, 13.6%) were in a neutral position, and (n=1, 2.3%) disagree. This co notated (Borins, 2001) views that encouraged innovative ideas caused management change in various organizations were valid because this study produced similar results.

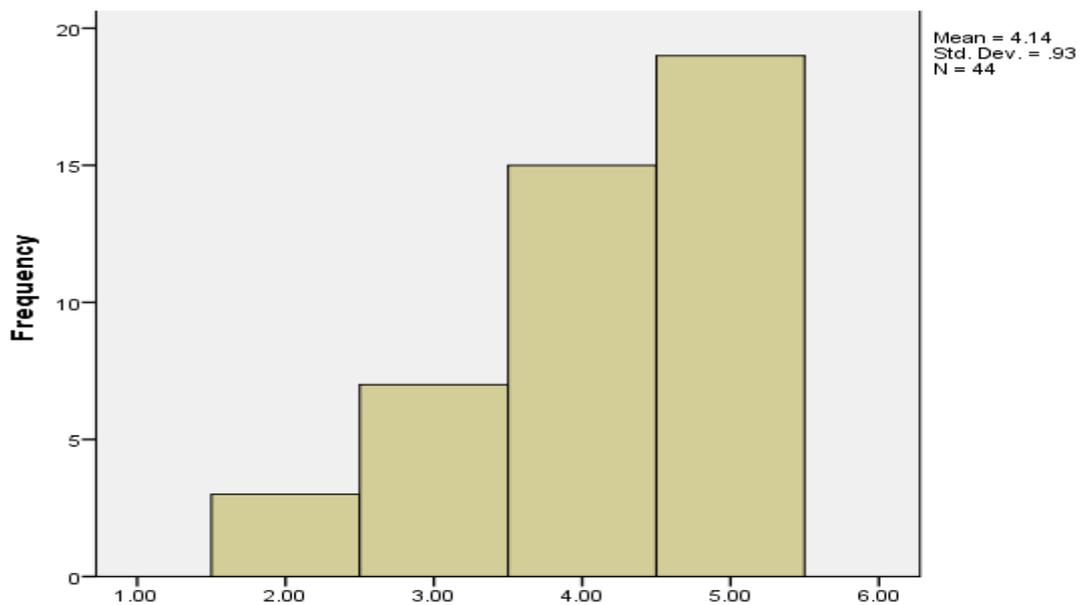
#### 4.4.3.1.7 Improved Budget

The notion in the researcher's thinking was that no improved budget without innovative ideas in the organization. This study tested whether there was a correlation on improved budget being an outcome of innovative ideas in the organization. Table 4.40 and Figure 4.39 summarized the results.

**Table 4.40: Statistical Distribution on Improved Budget Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

Improved Budget				
Improved budget value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	3	6.8	6.8	6.8
Neutral	7	15.9	15.9	22.7
Agree	15	34.1	34.1	56.8
Strongly Agree	19	43.2	43.2	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.38: Statistical Distribution on Improved Budget Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

By conducting this study, it was found that (n=34, 77.3%) respondents who agree that improved budget was an outcomes of encouraging employee innovative ideas in the organization dominated the study, (n=7, 15.9%) were neutral, and (n=3, 6.8%) disagree. It was therefore realized that outcome employee innovative ideas produced improved budget in the organization. The finding was similar to Borins, (2001) views of which provided that most of organizations with improved budgets invested much in productive innovative ideas.

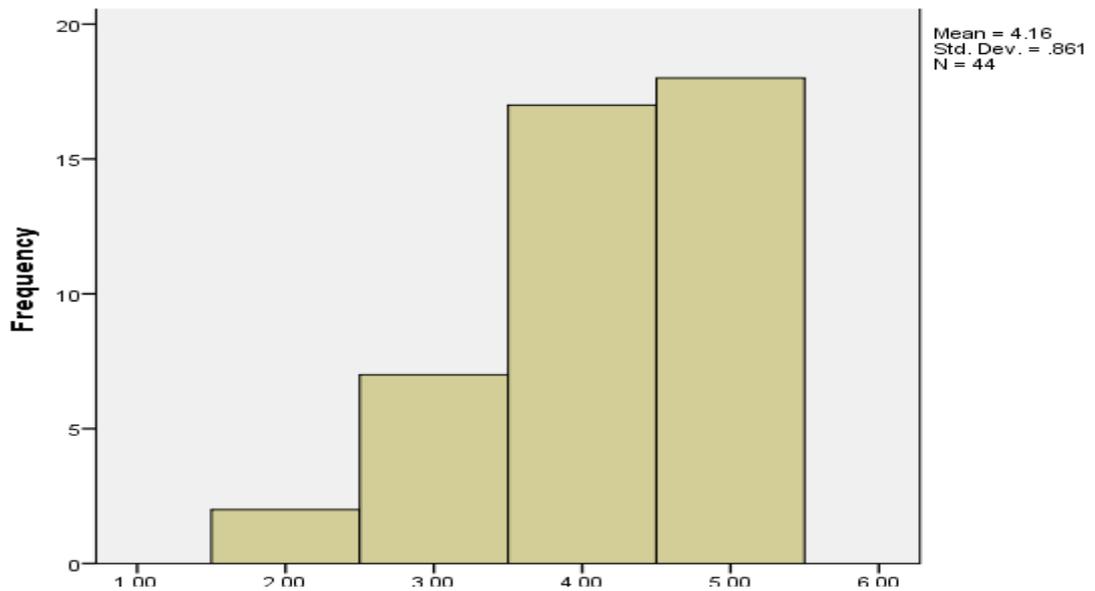
#### 4.4.3.1.8 Effective Utilization of Opportunities

It was the ambition of the researcher that innovative ideas made organizations to effectively utilize all opportunities explored. This tested the worth of effective utilization of opportunities in the sense of being a product of innovative ideas. Table 4.41 and Figure 4.39 summarized the results.

**Table 4.41: Statistical Distribution on Effective Utilization of Opportunities**  
Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)

Effective Utilization of Opportunities				
Effective utilization of opportunity value	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	2	4.5	4.5	4.5
Neutral	7	15.9	15.9	20.5
Agree	17	38.6	38.6	59.1
Strongly Agree	18	40.9	40.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.39: Statistical Distribution on Effective Utilization of Opportunities Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study results revealed that (n=35, 79.5%) respondents agree that effective utilization of opportunities was an outcome of encouraged employee innovative ideas in the organization (n=7, 15.9%) were neutral, and (n=2, 4.5%) disagree. The results matched with the ideas of Homiga et al., (2012), who proved that effective utilization of opportunity function better in areas where employee innovative ideas were given a priority.

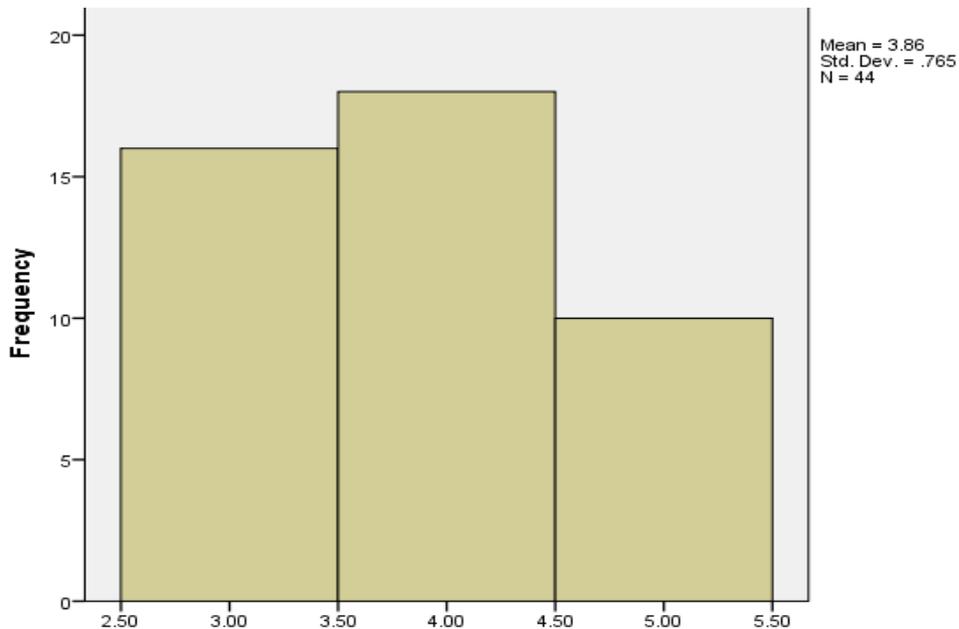
#### **4.4.3.1.9 Risk and Challenging Management**

The researcher had a notion that risk and challenging management to happen in the organization required innovative ideas existence and practical applicability. This study explored the existing opinions that risk and challenging management were outcomes for encouraging employee innovative ideas. To prove this fact the study findings were summarized in statistics in Table 4.42 and Figure 4.40.

**Table 4.42: Statistical Distribution on Risk and Challenging Management Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

Risk and Challenge Management				
Risk and Challenge Management value	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	16	36.4	36.4	36.4
Agree	18	40.9	40.9	77.3
Strongly Agree	10	22.7	22.7	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.40: Statistical Distribution on Risk and Challenging Management Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study results indicated that (n=28, 63.6%) respondents agree that risk and challenging management were outcomes of encouraged employee innovative ideas in the organization, (n=16, 36.4%) were neutral. The results proved that in presence of encouraged innovative ideas risk and challenging management are the outcomes. This supported (Borins, 2001; and Homiga et al., 2012) ideas that provided a fact

that innovative ideas made the organization system to risk and devote into challenging management.

#### 4.4.3.1.10 Generating Organizational Culture

The researcher assumed that innovative ideas were at the centre of generating organizational culture. This was motivated to collect opinions on generating organizational culture being an outcome of encouraging employees' innovative ideas by the organization. The data were collected and analyzed statistically and presented in Table 4.43 and Figure 4.41.

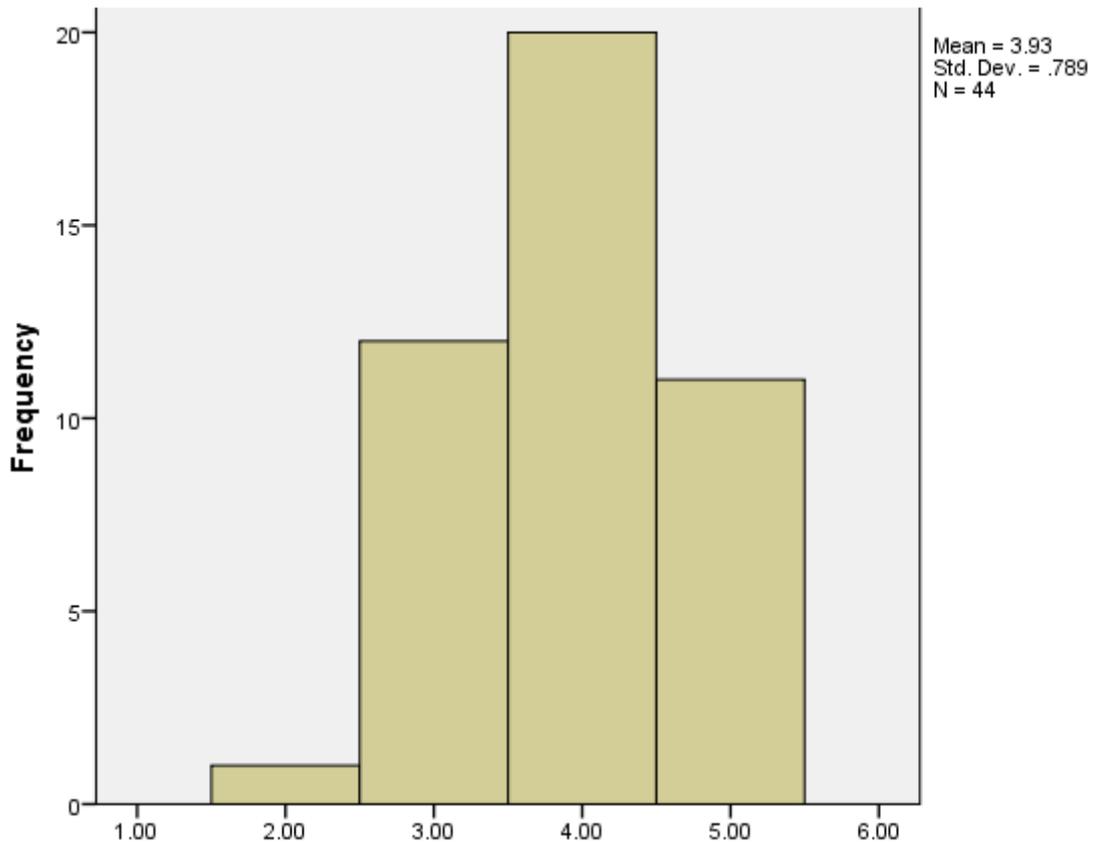
**Table 4.43: Statistical Distribution on Generating Organizational Culture  
Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

<b>Generating Organizational Culture</b>				
<b>Generating Organizational culture value</b>	<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Disagree	1	2.3	2.3	2.3
Neutral	12	27.3	27.3	29.5
Agree	20	45.5	45.5	75.0
Strongly Agree	11	25.0	25.0	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)

The study informed that (n=31, 60.5%) respondents agree that generating organizational culture was an outcomes for encouraged employee innovative ideas, (n=12, 27.3%) were neutral, and (n=1, 2.3%) disagree. From the results depicted the

same as what (Borins, 2001) commented in his study that organizational culture resulted from outcome employee innovative ideas. It was innovative ideas that strengthened organizational culture.



**Figure 4.41: Statistical Distribution on Generating Organizational Culture Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

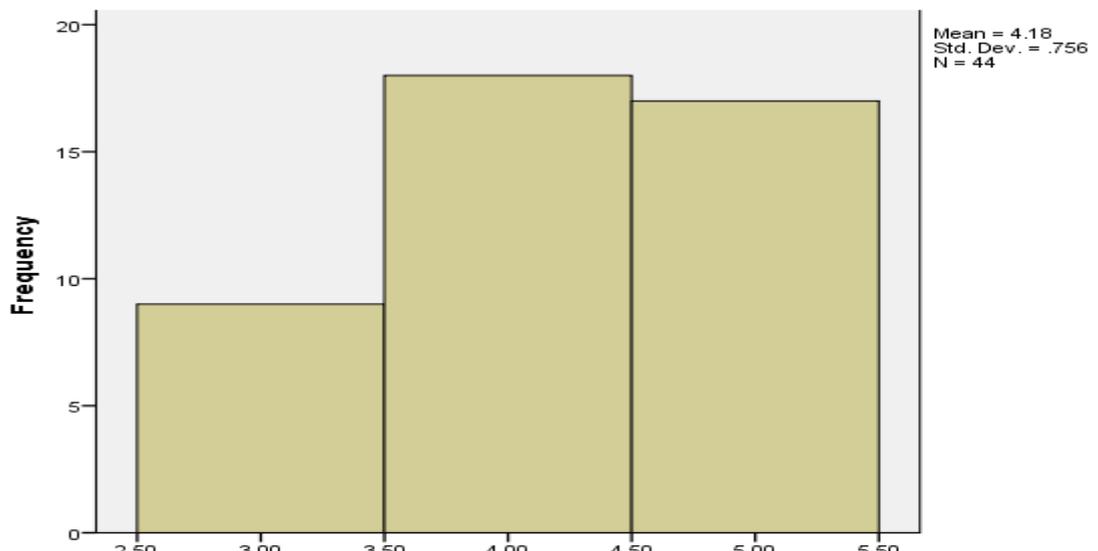
#### **4.4.3.1.11 Wining Competitive Advantage**

It was assumed by the researcher that wining a business competitive advantage by the organization was due to the capacity to generate innovative ideas. This initiated the ambition of the researcher to conduct a study to prove whether winning competitive advantage resulted from encouraging innovative ideas. Table 4.44 and Figure 4.42 summarized the results.

**Table 4.44: Statistical Distribution on Winning Competitive Advantage Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

Wining Competitive Advantage				
Wining Competitive Advantage value	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	9	20.5	20.5	20.5
Agree	18	40.9	40.9	61.4
Strongly Agree	17	38.6	38.6	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.42: Statistical Distribution on Winning Competitive Advantage Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings showed that (n=35, 79.5%) respondent agree that wining competitive advantage was an outcome of encouraged employee innovative ideas and n= (9, 20%) were neutral. This co notated that in order the organization to win the competitive advantage had to invest first in encouraging outcome employee innovative ideas. This was similar with Vroom's theory of 1964 which described employees as potential customers in the organization with greater capacity to think

and reason towards a competitive advantage. Other scholars who came up with the same views were (Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005).

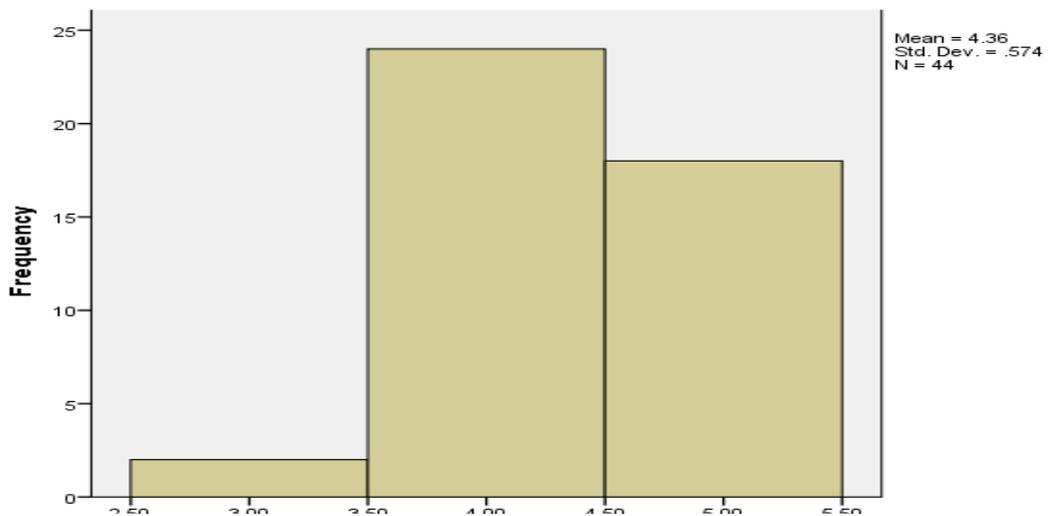
**4.4.3.1.12 Efficiency and Quality Services**

The researcher had a thought that without innovative ideas in the organization no efficiency and quality services. This was a stimulant to conduct a study to verify whether efficiency and quality services were outcomes of motivated innovative ideas. Table 4.45 and Figure 4.43 summarized the results.

**Table 4.45: Statistical Distribution on Efficiency and Quality Services Outcome in Absolute Frequency (n=44) and Percentage (n= 100%)**

Efficiency and Quality Services				
Efficiency and quality services	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	2	4.5	4.5	4.5
Agree	24	54.5	54.5	59.1
Strongly Agree	18	40.9	40.9	100.0
<b>Total</b>	<b>44</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2014)



**Figure 4.43: Statistical Distribution on Efficiency and Quality Services Outcome in Absolute Frequency (n=44)**

Source: Field data, (2014)

The study findings explained that (n=42, 95.4%) respondents that agree dominated the study by providing that efficiency and quality services were outcomes of encouraged employee innovative ideas in the organization, and n= (2, 4.5%) were neutral.

The results pointed out that without innovative ideas in the organization; efficiency and quality service delivery are deteriorated. This supported the findings by (Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005). The results satisfied the researcher that outcomes in public institutions resulted from the encouraging of employee innovative ideas.

#### **4.4.3.1.13 Outcomes of Encouraging Innovative Ideas in a Summarized**

##### **Percentage Presentation**

It was the researcher's view under the third objective to present a summarized percentage score on suggested outcomes of encouraged innovative ideas that ranged from (1-12). It was necessary for the researcher to condense the percentage scores in terms of (disagree, neutral and agree) in one table to ease readability to readers to identify the outcome that scored very high than the other in those three areas which guided data analysis and interpretation. Here under Table 4.46 summarized the results.

The study results as summarized above in Table 47 depicted the same results like the previous studies provided by researchers such as (Borins, 2001; Yukl, 2002; Basadur, 2004; Merx-Chermin and Nijhof, 2005) who found that encouraging outcome employee innovative ideas lead into outcomes shown above. It was revealed

by the study findings that all outcomes were accepted and scored highest percentage which was above 50%. From the summary in Table 4.46 it could be generalized that public institutions played a role in encouraging outcome employee innovative ideas.

**Table 4.46: A Summarized Percentage Score of Outcomes of Encouraging Innovative Ideas**

S/N	Outcome	Disagree n=100%	Neutral n=100 %	Agree n=100 %	Total percentage %
1.	Customer and employee retention	4.6	18.2	77.3	100.0
2.	Employee morale	2.3	6.8	90.9	100.0
3.	Productivity	4.5	4.5	90.9	100.0
4.	Timely actions and decisions	4.5	15.5	79.5	100.0
5.	Organization change	2.3	25.0	72.7	100.0
6.	Management change	2.3	13.6	83.1	100.0
7.	Improved budget	6.8	15.9	77.3	100.0
8.	Effective utilization of opportunities	4.5	15.9	79.5	100.0
9.	Risk and challenge management	0.0	36.4	63.4	100.0
10.	Generating organizational culture	2.3	27.3	60.5	100.0
11.	Winning competitive advantage	0.0	20.0	79.5	100.0
12.	Efficiency and quality services	0.0	4.5	95.4	100.0

Source: Field data, (2014)

## **CHAPTER FIVE**

### **DISCUSSION OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents general and specific discussion on the findings that were summarized and presented in chapter four basing on the study objectives and questions conclusion and recommendations. As presented previously the researcher felt a gap that the previous studies conducted were conducted outside Tanzania and most focused on the private oriented organizations than the public ones. Given to the environment, it was worth to conduct a research to find out whether what was examined by the previous researchers do happen in public institutions context.

#### **5.2 Discussion of Findings in Summary**

The overall purpose of the present study to find out whether do public institutions play any role in encouraging outcome employee innovations which was an important attribute in improving productivity and satisfying both customers and employees in the organization. Having an understanding on the importance of encouraging outcome employee innovative ideas as suggested in previous studies ( for example Hamel, 2000; Borins, 2001; Jong and Den Hartong, 2007) it was imperative to conduct a study using all tenants suggested to foster outcome employee innovative ideas tools and techniques used to stimulate the same and suggested outcomes.

A total number of (n=44) respondents were involved in the study. The researcher approached the study using a cross sectional quantitative design. The biographic

characteristics of respondents showed that females (n=23, 52.3%) as compared to males (n=21, 47.7%) of which was a disparity of (n=2, 4.5%). The age group that dominated the study was that of (38-58yrs) which was (n=23, 52.3%) as compared to age group of 18-38 yrs (n=21, 47.7%) whereby a disparity was (n=2, 4.5%).

Further, on the basis of education level respondents with the bachelor degree (n=17, 38.6%) dominated other education levels which were master degree (n=15, 34.1%), diploma (n=7, 15.9%), PhD (n=3, 6.8%) and certificate (n=2, 4.5%). The researcher also examined the respondent character basing on directorate category and the results showed that the majority (n= 27, 61.4%) respondents were from the administration directorate as compared with (n= 17, 38.6%) from the academic directorate.

Finally, explored the job positions and levels of respondents and the results depicted that senior staffs (n=18, 40.9%) dominated the study as compared with (n=17, 38.6%) junior, (n=8, 18.2%) managerial and (n=1, 2.3%) executive. Respondent views were evaluated in terms of the importance given to each outcome employee innovative ideas motivational factor, leadership technique employed and the outcomes for the initiatives of encouraging innovations by the organization.

The majority of respondents indicated that encouraged outcome employee innovative ideas generated customer and job satisfactions and organizations had various tools and techniques used to attract innovative ideas that were outcome oriented. The results in total percentage were consistent with (Borins, 2001; Yukl, 2002; Basadur, 2004; Merx-Chermin and Nijhof, 2005) study findings.

### **5.3 Conclusion and Recommendations**

#### **5.3.1 Concern for Motivation and its Consequences on Customer and Employee Satisfactions**

This was the first research objective that examined the extent to which motivation encourage outcome employee innovative ideas and its effects on both employees and customers' satisfactions; by examining whether encouraging innovative ideas result into customer satisfaction the study revealed that most of the respondents among (n=44,100%) who provided opinions (n=41, 93.2%) accepted that it was likely and (n=3, 6.8%) said that it was moderately likely. From the study result it was realized that motivating outcome employee had an impact on customer satisfaction. The opinion results concurred with findings in previous studies by ( for example Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013; De Jager, et al., 2013 Wu, et al., 2013).

Further, the study examined the worth of encouraging outcome employee innovations in relation with job satisfactions as it was proved by (Barker, 2007 and De Jager et al, 2013). The study results provided that (n=39, 88.6%) dominated by saying that it was likely, as compared with (n=4, 9.1%) who said that it was moderately likely and (n=1, 2.3%) respondents not likely. This made the researcher to join hands with the previous studies by (Barker, 2007 and De Jager et al, 2013) that encouraging outcome employee innovative ideas lead into job satisfaction.

In continuing testing the first objective, the researcher studied whether respondents were satisfied with how the institution was encouraging outcome employee

innovative ideas. The study findings revealed that the majority (n=31, 70.4%) were satisfied as compared with (n=6, 15.3%) who were neutral and (n=6, 13.6%) that were dissatisfied. From the study findings, the researcher was in a position to concur with the previous scholars (for example Borins, 2001; Yukl, 2002; Basadur, 2004; Merx- Chermin and Nijhof, 2005) even in public institutions outcome employee innovative ideas were encouraged as it happened in non public organizations.

Notwithstanding the study first objective also tested whether public institutions do employ the motivational tools when encouraging outcome employee innovative ideas as provided by previous researchers such as (Vroom 1964; Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013; De Jager, et al., 2013 Wu, et al., 2013). The number of (n=44,100%) respondent provided their opinions and the results showed that the majority of respondents agreed on the following as shown; On reward and awards (n=33,72.7%) agree, salary and compensation (n=27,64.4%) agree, training and learning (n=32,72.7%) agree , innovative trust and recognition (n=28,63.6%) agree, new leadership (n=30,67.2%) agree, new program and opportunity (n= 25,56.8%) agree, and technological change (32,72.8%) agree. The findings proved a fact that for all agreed items were motivation tools applied by the institution to encourage outcome employee innovative ideas. Therefore, the findings were in line with the previous ideas provided by for example (Vroom 1964; Amabile, et al., 2004; Allison, 2005; Hirst, et al., 2009; Bysted, 2013; De Jager, et al., 2013 Wu, et al., 2013).

Further there was a deviation in findings on the following previously suggested motivation tools by (Borins, 2001) which were political systems, punishment, and

crisis. The majority of respondent (n=19, 43.2%) were neutral on political systems being among motivation tools applied, (n=16, 36.3%) disagree that punishment was not a motivation tool in practice and on crisis (n=20, 45%) dominant respondents disagree. From such results, the researcher realized that political systems, punishments and crisis were currently not on board due to developments of engaging employees in decision making and political development towards a liberalized system and seems that Borins, (2001) conducted a study when employees were forced to comply to already set programs and when organizations had crisis. Further research need to be conducted on these tools.

However, the findings of the first objective it was realized that there was a link between motivation and the encouraging of outcome employee innovative ideas thus leading into both customer satisfaction by 93.2% and job satisfactions by 88.6% and also satisfaction on how innovative ideas were encouraged by 70.4%. At last it was observed that there was a link of 70% in the sense of tools used to motivate or encourage outcome employee innovative ideas and motivation.

### **5.3.2 Concern of Leadership Techniques and Outcome Employee Innovative**

#### **Ideas**

The second objective explored the ways used by leaders to encourage outcome employee innovative ideas by testing the suggested techniques by leadership and leadership style researchers such as (Borins 2001; Yukl, 2002; Basadur 2004; and De Jong et al., 2007).Forty four (n=44,100%) respondents were involved in the study. The majority of respondents agreed that the following techniques were applied by leaders to encourage outcome employee innovative ideas as shown; influence (n=36,

81.8%) agree, visionary leadership (n=31, 70.5%) agree, delegation and job focus (n=30,68.2%) agree, participatory decision making and meeting (n=35,79.5%) agree, recognition and organizing work (n=32,72.9%) agree, networking employees (n=26,59.1%) agree, communication and information (n=34, 77.3%) agree , seminars and workshop ( n= 33,74%), cocktail parties and celebrations (n=21,47.7%) agree , on job study tour and sabbatical leave (n= 18, 40.9%) agree.

The connotation of this by the researcher was that leaders applied these tools as it was previously proved by (Borins 2001; Yukl, 2002; Basadur 2004; and De Jong et al., 2007) in exception of sports and games of which (n=19, 43.2%) respondent who dominated the study disagree. However, it was realized from the study results that 92.4% of leadership techniques were applied by the leaders and leadership systems to encourage outcome employee innovative ideas.

### **5.3.3 Concern with Outcomes of Encouraging Innovative Ideas**

The third study objective examined focused on outcomes of encouraging employee innovative ideas by the organization. A number of outcomes suggested by the previous researchers(for example (Vroom 1964; Sundbo, 1999; Borins 2001; Hamel,2001; Yukl,2002; Basadur,2004; Amabile, et al., 2004; Allison, 2005; Jong and Den Hartong, 2007; Hirst, et al., 2009; Homiga et al ,2012; Bysted, 2013; De Jager, et al., 2013; and Wu, et al., 2013) were listed to collect respondent opinions and the results showed that the majority of respondents agree that the following were outcomes of encouraging innovative ideas as follows customer and employee retention (n=34,77.3%) agree, employee morale (n=40, 90.9%) agree, productivity (n=40, 90.9%) agree, timely action and decision ( n=35,79.5%) agree, organization

change (n=37,83.1%) agree, improved budget (n=34,77.3%) agree, effective utilization of opportunities (n=35,79.3%) agree, risk and challenge management (n=38, 63.4%) agree, generating organizational culture (n=31,60.5%) agree, winning competitive advantage (n=35,79.5) agree, efficiency and quality services (N=42,95.4%) agree. The study findings by 100% concurred with the previous research finding by (Vroom 1964; Sundbo, 1999; Borins 2001; Hamel, 2001; Yukl, 2002; Basadur, 2004; Amabile, et al., 2004; Allison, 2005; Jong and Den Hartong, 2007; Hirst, et al., 2009; Homiga et al, 2012; Bysted, 2013; De Jager, et al., 2013; and Wu, et al., 2013) that all items were outcomes of encouraging employee innovative ideas by the institution.

The findings have revealed that, apart from the previous studies being conducted out of Tanzania using different methodologies and with much emphasis on non public institutions, the fact spelt out by this study was that public institutions in Tanzania do play a role in encouraging outcome employee innovative ideas.

#### **5.4 Implication of the Study**

Addressing the research objectives as stated in sub-section (1.4.1) of the present study makes several contributions in terms of widening the theoretical understanding of the role played by public institutions in encouraging outcome employee innovations. The greatest contribution is that the model of encouraging outcome employee innovations in previous studies was expanded into a modified systems model to include the concern of the organization environment , employees' dedication towards outcome innovations, converging motivation and leadership as key aspects towards outcome employee innovations, indicating the process towards

outcome employee innovation which included initiation, adaptation and implementation and the outcomes of encouraging innovations by the organization together with the importance of feedback to maintain sustainable outcome employee innovations. The other contribution aspect by the study was to describe the required behavior and willing by public institutions when supporting sustainable outcome employee innovations in relation with research objective and question.

Theoretically the findings of the present study have expanded the understanding of the importance of encouraging outcome employee innovations by public institutions in the sense of improving service delivery and satisfying both employees and customers so as to generate the organization win-win business position. The broadened understanding would be as useful in put for future studies.

Also with so much emphasis on the role of public institutions in encouraging outcome employee innovations, the present study presented a theoretical framework for practitioners, managers, scholars, and researchers in understanding the relationship between the study variables and overall customer and employee satisfactions.

The modified theoretical framework for the study developed from the researcher's own interpretation and adaptation derived from various sources advanced the link between the existing knowledge between the role played by public institutions in encouraging outcome employee innovations and its outcomes as well as the strategies used to arrive at it . The theoretical framework highlighted a number of under described relationships that help to provide a wider understanding of the study.

The results shed new light on the theoretical understanding on the role to be played by public institutions in encouraging outcome employee innovations.

Further, in terms of the managerial implication, the empirical results of the present study provide valid evidence that the managerial role is important in encouraging outcome employee innovation in the organization. The managerial strategy on outcome employee innovations should focus at satisfying employees and customers. The findings revealed that the majority of respondents were optimistic on the importance of public institution managers in encouraging outcome employee innovations with the emphasis on the managerial strategies and techniques as a gear towards customer and employee satisfactions. This revealed that managerial strategies and techniques positively affect outcome employee innovations and future plans for customer and employee satisfactions.

As far as the policy implication is approached, the study findings revealed that outcome employee innovations are directly connected with the organization policy for future development and productivity so as to satisfy employees and customers in service delivery. The role of the organization and the government therefore is to develop and implement policies that create enabling environment to support sustainable outcome employee innovations in order to satisfy both employees and customers.

## **5.5 Limitations of the Study**

There were a number of limitations inherent in this research design. One of the significant limitations is that the findings of this study cannot readily be generalized

to younger groups less than 18 years who are legally not employees. Another study limitation associated with the study research design is that the findings of the study cannot be generalized to research design beyond a cross sectional quantitative design. However, it was made clear that the study design proved that outcome employee innovations in public institutions cannot happen without being encouraged.

An additional limitation of the study in line with the research design is that the findings of the study also cannot be generalized to public institutions outside Tanzania where the study was not conducted.

Despite these limitations, the study contributes significant information that can contribute to a more differentiated and in-depth academic and managerial discussion of the relevant issues on encouraging outcome employee innovative ideas. It leads to an initial description of pressing concerns of the strategies to be employed by public institutions to encourage outcome employee innovations. The study also highlights the need for broader and more controlled studies in the subject area to allow for more findings and generalizations.

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## APPENDICES

### Appendix I: Research Questionnaires

#### PART 1: INTRODUCTION

Dear respondent, These questionnaires have been designed by Mr. Remidius Martin Leonard a student undertaking a Masters degree in Human Resources Management for academic requirements of accomplishing of Masters degree program. The information provided by the respondent shall be ethically handled to ensure that issues of anonymity, informed consent, avoidance of deception and harm and confidentiality are observed as much as possible. Please my contacts are 0652-66 86 88/ 0754-668688 email: rrwechungura@yahoo.com.

#### PART 2: QUESTIONNAIRES

##### A. Opinions on encouraging employee innovations versus customer and employee satisfactions.

(Please, tick where applicable.)

1. Do you think that encouraging employee innovative ideas can result into customer satisfaction?

**1= Not likely at all, 2= Not likely, 3= Moderately likely, 4= Likely, 5= Very likely**

1	2	3	4	5

2. Do you think that encouraging employee innovative ideas can lead into job satisfaction?

**1= Not likely at all, 2= Not likely, 3= Moderately likely, 4= Likely, 5= Very likely**

1	2	3	4	5

3. Are you satisfied with how employee innovative ideas are encouraged by your institution?

**1= Strongly dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Strongly satisfied**

1	2	3	4	5

4. Does your institution use the following motivation tools to encourage outcome employee innovative ideas?

**1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**

S/N	Motivation Tools	1	2	3	4	5
1.	Rewards and Awards					
2.	Salary and Compensation					
3.	Training and learning					
4.	Innovative trust and recognition					
5.	Political systems					
6.	Punishment					
7.	Crisis					
8.	New leadership					
9.	New program and opportunity					
10.	Technological change					

**Others specify;(a)..... (b).....**

**B. Determining ways used by leaders to encourage outcome employee innovations**

5. Does the institution leadership use the following techniques to encourage outcome employee innovative ideas? **(Tick where applicable).**

**1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**

S/N	Leadership technique	1	2	3	4	5
1.	Influence					
2.	Visionary leadership					
3.	Delegation and job focus					

4	Provision of challenging jobs					
5	Participatory decision making and meeting					
6	Recognizing employee needs					
7	Directing and organizing work					
8	Networking employee					
9	Communication and information					
10	Seminars and workshops					
11	Sports and games					
12	Cocktail Parties and celebration					
13	On job study tours and sabbatical leave					

**Others specify;** (a)..... (b).....

**C. The outcome of encouraging employee innovative**

6. What do you think are the outcomes of encouraging employee innovative ideas in your institution? (**Tick where applicable**)

**1= Strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree**

S/N	Outcome	1	2	3	4	5
1.	Customer and employee retention					
2.	Employee morale					
3.	Productivity					
4.	Timely actions and decisions					
5.	Organization change					
6.	Management change					
7.	Improved budget					
8.	Effective utilization of opportunities					
9.	Risk and challenge management					
10.	Generating organizational culture					
11.	Winning competitive advantage					
12.	Efficiency and quality services					

**Others specify;** (a)..... (b).....

**PART THREE: RESPONDENT PARTICULARS**

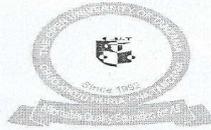
7. (i) Name of Institution: .....
- (ii) Sex: .....
- (iii) Directorate where you belong. **Delete what is not applicable.**  
(Administration Academic)
- (iv) Age: **Circle where applicable.** (a) 18 – 38yrs (b) 38- 58yrs (c) above 58  
yrs
- (v) Job level. (**Circle where applicable**).(a) Executive (b) Managerial (c)  
Senior (d) Junior.
- (vii) Education qualification level. **Please, Circle where applicable.** (a)  
Primary (b) Secondary (c) Certificate (d) Diploma (e) Bachelor degree  
(f) Postgraduate Diploma (g) Masters (h) PhD

**Thank you for your recommendable cooperation.**

**Appendix II: Introduction Letter**

**THE OPEN UNIVERSITY OF TANZANIA**  
**FACULTY OF BUSINESS MANAGEMENT**  
Office of the Dean

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Kawawa Road, Kinondoni  
P.O. Box 34705  
Dar es Salaam,  
TANZANIA

Ref. No: OUT/FBM/EMBA/VOL.4/84

26<sup>th</sup> August, 2014

**TO WHOM IT MAY CONCERN**

Dear Sir/Madam,

**RE: INTRODUCTION OF MR. REMIDIUS M. LEONARD (REG No. HD/B/371/T.13)**

The purpose of this communication is to introduce to you Mr. Remidius M. Leonard a student in our Faculty of Business Management of the Open University of Tanzania pursuing Masters in Human Resources Management (MHRM).

Currently he has completed the course work part and is supposed to conduct a research in partial fulfillment of the requirements for the stated MHRM degree programme. He is researching on "THE ROLE OF PUBLIC INSTITUTIONS IN ENCOURAGING OUTCOME EMPLOYEE INNOVATIONS IN TANZANIA".

I humbly request your office to allow him access to your office for the purpose of data collection, interviews and any other resourceful materials he may need.

I thank you in advance for your continued support and sincerely hope that you will accord him the necessary cooperation.

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA  
FACULTY OF BUSINESS MANAGEMENT  
P.O. Box 34705, TEL: +255 22 266 7450  
DAR-ES-SALAAM  
Mr. G. Mwachoni  
COORDINATOR – MASTERS PROGRAMME

**Appendix III: Permit Letter****INSTITUTE OF SOCIAL WORK**

Telegraphic Address

Telephone: +255 22 2700918/274443  
 Fax: +255 22 2701375  
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 Website: [www.isw.ac.tz](http://www.isw.ac.tz)



S L P 3375  
**Dar es Salaam**  
 Tanzania

*In reply please quote***BA.188/260/01****07/12/2014**

*Remidius Leonard,*  
 Department of HRM,  
 Institute of Social Work  
 P.O.Box 3375,  
**Dar es Salaam**

**RE: COLLECTION OF RESEARCH DATA**

The reference is made from your letter of 26<sup>th</sup> August 2014 with Ref. No. OUT/FBM/EMBA/VOL.4/84 introducing you to collect data for your study.

This is to inform you that the Institute Management has considered that request for data collection. Please proceed.

With regards,

.....  
**Vumilia Sailen**

**For Rector**

