

**EFFECTS OF MOTIVATION ON EMPLOYEES PERFORMANCE: A CASE
OF VICE PRESIDENT'S OFFICE IN DAR ES SALAAM**

ELIBARIKI FUNGA KAHUNGYA

**A DISERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER IN HUMAN
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TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled **“Effects of motivation on employees performance; a case of Vice President’s Office in Dar es Salaam”** in partial fulfillment of the requirements for the degree of master in human resources management of the Open University of Tanzania.

.....
Dr. Raphael Gwahula

(Supervisor)

.....
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DECLARATION

I, Elibariki Funga Kahungya do hereby declare that, this research work is original work and it has not been submitted for a similar degree in any other University.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my wife Martha John Tupa for the support and spiritual prayers during my entire studies. Also my dedication goes to all members of my family for their tireless support.

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ABSTRACT

This study attempts to assess the effects of motivation on employee performance using field data collected at Vice President's Office in Dar es Salaam. Correlation technique was employed to find out the relationship between two variables. Regression technique also was used to find out to which extent one variable affect the other using coefficient results. Correlation results for salary is 0.589, Transport benefits 0.421, medical benefits 0.395, extra duty allowance 0.421, carrier achievement 0.562, promotion benefits 0.672 and correlation for recognition is 0.407 which reveal existence of positive relationship between motivation and employees' performance and therefore implying that the increase in motivation will lead to increase in employees' performance. This situation insists on increasing attention to employee motivation practice in order to improve employee performance. The findings suggest enhancement of current motivation package by incorporating both intrinsic such as promotion, recognition, support for carrier achievement and extrinsic motivation factors such as salary, extra duty allowance, transport allowance, medical benefits will help optimum utilization of human resources as well as increasing employees' performance. Furthermore there is pressing need to develop organisation motivation policy that will help the VPO management properly handling motivation function.

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LIST OF ABBREVIATIONS

ANOVA	Analysis of Variance
JKT	Jeshi la Kujenga Taifa
KMO	Kaiser-Meyer-Olkin
MTPP	Medium Term Pay Policy
SPSS	Statistical Package for Social Sciences
VPO	Vice President Office
URT	United Republic of Tanzania

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Problem

Motivation is one of the most important factors affecting human behavior. Motivation not only affects other cognitive factor like perception and learning but also affects total performance of an individual in organization setting. This is the reason why managers should attach great importance to motivation in organization (Prasad, 2005).

Motivation seems to be one of the most important tools for retaining employees and increases productivity. Organizations design motivation systems to encourage employees to perform in the most effective way and attract potential candidates. One of many ways to motivate employees is to give rewards and incentives for good performance (Memmott and Growers, 2012).

Every human being has got a push behind him/her to do something, organization with wise management should conduct research on such human behaviors as well as effective and efficient way to achieve organization objective. In such situation motivation becomes important as it makes better utilization of resources and workers abilities and capabilities (Scott, 1987).

Motivation is among crucial factor towards increasing the performance so as to achieve organization goals. Low motivation or complete lack of motivation at any organization within Tanzania or across the world leads to high employees'

inefficiency, turnover, fraud, corruption, absenteeism, and indiscipline at work. Good Supervisors and Managers maintains positive attitude by valuing employees and treating them fairly through designing supportive environment which motivates employees. The key to create the efficient motivation system is by answering the question on what really motivate employees (Memmott and Growers, 2012).

The significance of employee motivation is influencing employees to behave in a certain ways, motivation can ultimately decide the success or failure of an organisation. If an organisation knows why its employees come to work on time, stay with the an organisation for their full working lives and are productive, then the organisation may be able to assure that all of their employees and such understanding is essential to improve productivity. This imply that organisation success depend heavily on motivation and managers must understand what motivate their employees to perform better (Matsei, 2008).

Motivation function is among major task that should be handled by every organisation with better performance dreams. Motivation is a major task for every manager in creating the will of work among subordinates. Workers in any organization need something to push and keep him/her working for an organisation therefore an employee should be motivated to work for an organisation, if no motivation given then the quality of work or all work in general will be distorted (Mbogo,2013).

Pay and incentive in public service aim to compensate for work done, motivate and retain employees to avoid the need for expensive recruitment and training for

replacement. It is in this context that The Government of Tanzania continues with efforts to motivate its workforce (Tanzania Public Service Pay and incentive Policy, 2010).

1.2 Statement of the Problem

Employee's and organisation performance mostly depends on employee motivation. Low motivation affects employees and organisation performance. Motivated employees' are loyal, committed, and productive and provide good services to the organisation. Employer should exercise employee motivation through the series of rewards for job well done and better organisational performance (Sevanson, 2011)

Although the Government of Tanzania has made an effort in enhancing compensation in the Public services but the increase did not result in convergence between public service pay level and those of the labour market comparators. A sizable gap still remains.

However the study on staffing problem in Tanzania conducted in 2008 on staff motivation, attraction and retention revealed that there some motivational problem existing in public services including lack of special incentives, lack of supplementary income opportunities, lack of quality housing, inaccessibility to social services such as education, health, water and electricity in working environment (Tanzania Public Service pay and incentive policy, 2010).

Some of researchers have just expressed problem of motivation in public sector in their studies, for example Gisela, (2014) conducted a study on "effects of motivation

factors on employees' job performance" and found existence of mismatch of employer rewards and employee's need that affects employees performance.

Despite the fact that Medium Term Pay Policy and Medium Term Pay Reform Strategy recognized the importance of non-pay factors in improved work performance due to motivation derived no system approach have been developed till now to incorporate them into the public service Also, pay and incentive levels in the public service especially for technical, professional and lower group cadre are still low leading to poor performance and low job satisfaction. For employees to carry out their duties effectively they have to be well motivated both intrinsically and extrinsically. A well-motivated employee seems to undertake tasks for his/her own sake (Tanzania Public Service pay and incentive policy, 2010).

Therefore completion of this study will improve motivation practice in public sector so as to improve employees and organisation performance.

1.3 Research Objective

This part constitute general objective and specific objectives.

1.3.1 General Objective

To assess the effects of motivation on employees' performance at Vice President's Office.

1.3.2 Specific Objectives

- i) To identify different type's motivation offered at Vice President's Office.

- ii) To examine the relationship between motivation and employee performance.
- iii) To determine challenges towards effective motivation practice at Vice President's Office.

1.4 Research Questions

- i) What kind of motivation tools offered at Vice President's Office?
- ii) What is the relationship between of motivation and employee's performance?
- iii) What are challenges toward effective motivation at Vice President's Office?

1.5 Significance of the Study

Completion of this study intended to help employer to develop new regards towards motivation function in public sectors through development better motivation program that will help to improve employee performance and organizations performance.

Also the study was to contribute in knowledge acquisition for academicians when undertaking further studies in the relevant field with readily evidenced academic materials.

Furthermore the study intended to help Government policy maker to develop efficient Public Service pay and incentive policy so that it brings greater positive effect on employee performance.

1.6 Scope of the Study

The study covered Vice President's Office located in Dar es Salaam as a public sector where selection of the particular institution was based on accessibility to researcher for data collection and limited time and financial resources.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This Chapter aimed at presenting relevant literature pertaining to the study which includes theoretical literature, empirical literature and summary of the empirical literature.

2.2 Motivation Definitions

“Motivation refers to the ways in which urges, drives, desires, aspirations, strivings, or needs direct, control or explain the behavior of human beings” (McFarland, 1974). Also Prasad, 2005 defined “Motivation as the complex forces starting and keeping a person at work in an organisation. Furthermore Robbins and Coulter, 2005 defined Motivation as “The process that accounts an individual willingness to accept higher level of effort to each organisational goal conditioned by the efforts ability to satisfy some individuals need”. Motivation always pushes someone to act and continues him in the course of action already initiated”.

In the other way round motivation is described as an invisible force that pushes people to behave in a certain way (Pinder, 2008). An author of this definition believes that it has some features that make it better than other definitions. Firstly, it is not general as many other definitions, it presents motivation in close relation to work and careers. His definition is intended to apply behavior such as joining or leaving a company, being punctual, respecting or not respecting supervisor’s orders,

inventing better ways to perform a job and accepting relocation to another place.

Motivation is the forces that energizes, direct and sustain behavior. It can be intrinsic where behavior is affected by factors that may arise from work itself and are self-generated or extrinsic, which occurs when things are done or for people to motivate them (Armstrong, 2012).

From the above definitions concept of force seem to be a key element in defining motivation as it makes the definition consistent with other authors work and allows the idea that motivation level could be weak or strong depending on circumstances.

2.3 Types of Motivation

2.3.1 Intrinsic Motivation

Intrinsic Motivation refers to individual motivation stimuli that are coming from within. A desire to perform a specific task because its results are in accordance with his belief system or fulfill a desire and therefore importance is attached to it. Our deep rooted desires have highest motivation power (Prasad, 2005).

There three forms of intrinsic motivation. In the first form people engage in activity for its own sake since they find the activity itself as a source of joy and satisfaction. Example: can be hobbies that one chooses to pursue in the work context fulfilling an interesting task. The second form is activities which are tedious and unexciting but their accomplishment is a source of pressure. For instance meeting a deadline at work brings a sense of achievement. Third form is about compliance it state that it is

a matter of compliance with standard for their own sake that propels people to act. These standards may be ethical standards, commitment to group members, and desire to act according values of material or fairness procedure (Frey and Osterloh, 2002).

2.3.2 Extrinsic Motivation

According to Ryan & Deci, 2000 extrinsic motivation is when people act because of external factors that prompt them to take action. Extrinsic motivation is concerned with whatever activity that is done to attain an outcome that is separable from the activity itself. In a career context extrinsic motivation means the desire to satisfy the need or goals that are not related to the work itself. For example, considering work as a mere tool for earning money.

Extrinsic motivational is external in the nature. The most well-known and the most debated motivational is money. Other examples of extrinsic motivation include employee of the month award, benefit package, bonus and organized activities (Armstrong 2012).

2.4 Importance of Motivation

Motivation is necessary for employee performance. If people do not feel inclined to engage themselves in work behavior, they will not put necessary efforts to perform well. However performance of an individual in the organization do not only depends on motivation instead there other factors besides the level of motivation which include abilities, sense of competence, role perception and resources.

Motivation seems to be one of the most important tools for increases productivity and retaining employees. Organizations that design motivation systems are not only meant to encourage employees to perform in the most effective way but also to attract potential candidates. One of many ways to motivate and retain employees is by giving traditional rewards and monetary benefits, compensation incentives to reward good performance (Memmott and Growers, 2012).

2.5 Theoretical Review

Various scholars have developed several motivation theories approaching motivational problem but all emphasizing on similar set of relationships which include individual, his needs, his perception on how to satisfy his needs, and whether his needs satisfaction is equitable. All theories are not unified thus may work only in a particular context. In this study Maslow's hierarchy of needs, Herzberg's Motivation theory, McGregor's Theory X and Y will be discussed to find out importance and implications in motivating employees.

2.5.1 Maslow's hierarchy of needs theory (Abraham Maslow 1940)

According to this theory the behavior of an individual at a particular moment is usually determined by his strongest needs. Psychologists claim that needs have a certain priority, as the more basic needs are satisfied an individual seeks to satisfy the largest needs. If his basic needs are not met, effort to satisfy higher needs should be postponed. A framework of needs in hierarchical order from bottom to top were developed by this theorist starting with Physiological needs, Safety needs, Social needs, Esteem needs and Self-determination as illustrated in the figure below:

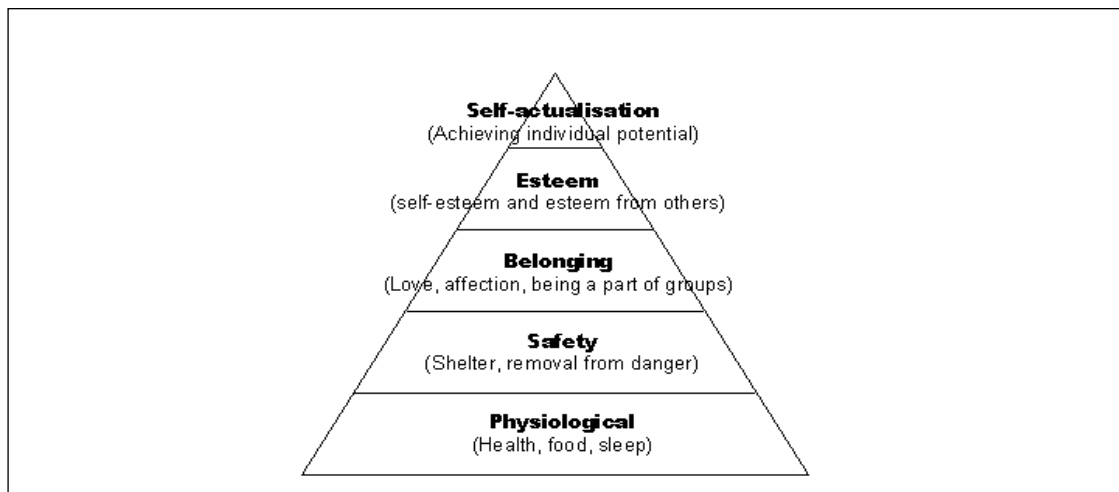


Figure 1.1: Maslow's Hierarchy of Needs

Physiological needs are at the bottom of hierarchy and they tend to have the highest strength because without them an individual cannot survive. Until these needs are satisfied to the degree needed for the efficient operation of the body, the majority of person's activities will probably be at this level, and other levels will provide him with the little motivation.

Safety need is the need for self-preservation and being free from work dangers. According to McGregor management should establish favorable environment and develop better employment policies while Peter F. Druker suggest that one's attitude toward security is an important consideration for choosing a job. Organisation can influence security needs positively through pension plan, insurance plan etc or negatively by arousing fears of being fired, laid off or demoted.

Social needs; human being has a need to belong and to be accepted by various groups. When social being become dominant, a person will strive for meaningful relations with others. If the opportunity for association with other people is reduced,

men often take vigorous action against the obstacles intercourse. Such environment develops where the work is routine, tedious, over-simplified when there is close supervision and control but there no clear channel of communication with management.

Esteem needs; are covered with self-respect, self-confidence, a feeling of personal worth, feeling of being unique and recognition. Satisfaction of this needs produce feeling of self-confidence, prestige, power and control.

Self-actualization needs: according to McGregor is a need to maximize one's potential, what it may be. This is related with the development of intrinsic capabilities which lead to people to seek situations that can utilize their potential. This includes competence which implies control over environment factors, both physical and social, achievement. A man with high intensity of achievement needs will be restless unless he can find fulfillment in doing what he is fitted to do.

Maslow's Theory can be Summarized that it is based on hypothesis of hierarchical order of needs, it is assumed that a man is continuously waiting, all human needs are never satisfied, its prepotency diminishes and another need emerges to replace it. Thus at last some needs remain unsatisfied which serve the man to strive to satisfy. It presents a very simple solution of managerial problem that manager can try to satisfy the needs of people in a particular order. Some critics have been developed that human needs cannot be satisfied in order therefore the hierarchy is not rigid for all individual, there is no direct cause-effect relationship between need and behavior

also the question of reasonable level of satisfaction has brought difficulties to practice this theory since individuals differ.

Maslow's hierarchy of needs theory provides awareness on complexity nature motivation function together with complexity nature of human being as they differ in needs. It also alerts management that when undertaking motivation function should greatly consider that an employee cannot be motivated by one reward instead the rewards should change according to needs of a particular time.

2.5.2 McGregor's Theory X and Y

The theory involves assumptions such as generalization and hypotheses relating to human behavior and nature. McGregor presented assumptions that could predict human behavior in two opposite point as follows;

Assumptions of Theory X; Management is responsible for organising the element of productive enterprise that is money. Material, equipment, people in the interest of economic ends, it also assume that without active intervention by management, people would be passive even resistant to organisation needs, Furthermore this theory assume that an average man is by nature indolent, man lacks ambition, dislikes responsibility and prefer to be led, lastly the theory assume that a man is inherently self-centered, indifferent to organisation needs and resistant to change by nature.

Theory Y assumptions; The expenditure of physical and mental effort in work is

natural as play or rest, second assumption states external control and threat of punishment are not the only means for bringing about effort towards organisation objectives, thirdly commitment to objective is a function of the reward associated with achievement. Fourth assumption state that the average human being learn under the proper conditions not only to accept, but to seek responsibility. Furthermore the capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problem is widely, not narrow distributed in the population and lastly under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Theory X and Y implies that management should greatly consider kind of people has in the organisation especially when undertaking management functions such as planning, directing, apprising and controlling.

2.5.3 Hygiene Theory (Herzberg 1968)

This is another motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in United State of America concerning their previous jobs. Theorist found that there were two categories of needs essentially independent of each other affecting behavior in different ways thus are maintenance or hygiene factor and motivational factors.

Hygiene Factors these include several factors like company policy and administration, technical supervision, interpersonal relationship with peer and

subordinates, salary, job security, personal life, working conditions and status. These are not intrinsic part of a job, but they are related to conditions under which a job is performed. They produce no growth in a workers output they only prevent losses in workers performance due to work relations. These maintenance factors are necessary to maintain reasonable level of satisfaction of employees, increase beyond this level will not provide any satisfaction while decrease below this level will dissatisfy employees.

Motivational factors are capable of having positive effect on job satisfaction often resulting in an increase in one's total output. These include achievement, recognition, and advancement, work itself, possibility of growth and responsibility. Most of these factors are related to job contents. An increase in these factors will satisfy the employees; however any decrease will not affect their level of satisfaction. Since these increase the level of satisfaction of employees may be used in motivating them for higher output.

Implication of Herzberg model is based on the fact that most of the people are able to satisfy their lower order needs considerably. The model has been applied in the industry and has given several new insights. One of the insights is job enrichment which involves enrichment of jobs in such a way that they have more motivators than before, the idea behind job enrichment is to keep maintenance factor constant or higher while increasing motivational factors (Prasad, 2005).

The theory alerts human resource managers that an employee cannot be motivated by

a single motivation factor instead a combination of intrinsic motivation factors like promotion, career achievement, recognition as well extrinsic factors such as salary, medical benefits, transport benefits and working condition are required to achieve better performance.

2.6 Empirical Literature Review

Different researchers have made study concerning the effect of motivation on employee performance and came up with some findings that helped to draw conclusion as elaborated here under;

First researcher known as Orasa (2014) made a study on the effect of motivation factors on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators the study intended to be done will be different from the previous as it will be conducted in different area which is in Dar es Salaam region.

Another study was conducted by Bushiri (2014) on the impact of working environment on employee's performance using qualitative and quantitative methodology at Institute of Finance Management in Dar es salaam and came up with the following findings that there were positive relationship between working environment and employee's performance. The undertaken study will be different from the previous study as it is going to consider various factors of motivation instead of looking on single factor of working environment.

Third study conducted by Mbogo (2013) concentrated on impact of motivation on employee performance in public services in Tanzania in Ilala Municipality using Statistical Package for Social Studies and presented that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. The study intended to be done will differ from this as it doesn't explore about factors of motivation.

Furthermore Mohamed (2013) conducted a study on the influence of motivation on job performance among primary teachers in public schools in Kongwa District Council using Statistical Package for Social Studies and drawn conclusion that there were no significant relationship between motivation and teacher's job performance as teachers performance is influenced by many factors. The study to be done will be different from Mohamed's study basing on target population which is from Dar es Salaam Region.

Mruma (2013) conducted a study on effect of motivation factors on teacher's performance in Tanzania education institutions in Nyamagana District using qualitative and quantitative methodology and found that teachers are mostly motivated by intrinsic factors. The study to be conducted will be different from this previously done as it is going to be conducted in Dar es Salam at Vice President Office.

Thomas Owusu (2012) undertaken the study on effects of motivation on employee performance specifically in Ghana commercial bank- Kumasi zone using qualitative

and quantitative to analyze data and found that there were positive relationship between motivation and employee performance. The intended study will be different from this as it will be conducted in different area which is Tanzania.

Also Matsei (2008) conducted the study on the impact of motivation on employee performance at Metsimaholo district hospital in Sasolburg using descriptive data analysis and concluded on existence of positive relationship between motivation and employee performance this study will be different from mine as I am going to concentrate on population found in Tanzania.

Salfiya and Maharroof (2011) conducted a study on the impact of motivation on workers performance focusing on District and Divisional secretariat in Ampara District using correlation and regression to analyze data and found strong positive relationship between motivation and employee performance. The intended study is differentiated from this study as it intends to pay attention on the effects of motivation on employee performance rather than impact.

Albeit (2015) conducted the study on the role of motivation on employee performance at Victoria commercial bank in Kenya using correlation and regression to analyze data and concluded that there positive relationship between motivation and employee performance. The planned study will be different from this as will be undertaken in Tanzania.

Lastly Faraji (2013) commenced the study on the role of motivation on employee

work performance in public organisation at National Development Corporation using correlation to analyze data and found strong relationship between motivation and employee performance. The intended study will be different from this as it is going to be undertaken at Vice President Office.

From empirical works reviewed many researchers have tried to show the relationship between motivation and employees' performance but leaving out what hinder motivation practice in organisation setting though of its importance therefore suggesting a need for further research.

Table 2.1 Summary of Empirical Literature Review

S/N	Title	Author	Methodology	Findings
1.	Effect of motivation factors on employee job performance in public primary health care facilities.	Orasa (2014)	Descriptive Methodology	Low motivation among health care workers,
2.	The impact of working environment on employee's performance	Bushiri (2014)	Descriptive design using Qualitative and Quantitative.	There is positive relationship between working environment and employee performance.
3.	Impacts of motivation on employee's performance in public services in Tanzania.	Mbogo (2013)	Descriptive Qualitative and Quantitative, using SPSS	The most motivating factor is wage
4.	The influence of motivation on job performance among primary school teachers in public schools.	Mohamed (2013)	Quantitative design using SPSS for Data analysis;	There were no significant relationship between motivation and teachers job performance
5.	Effect of motivation factors on teacher's performance in Tanzania education institutions.	Mruma (2013)	Descriptive design using SPSS for data analysis.	Teachers are mostly motivated by intrinsic factors
6.	Effect of motivation factors on employee performance.	Owusu (2012)	Qualitative and Quantitative	Positive relationship between motivation and employee performance.
7.	The impact of motivation on employee's performance	Matsei (2008)	Descriptive design.	Positive relationship between motivation and employee performance.
8.	The impacts of motivation on workers performance.	M.Salfiya and A. Mahroof (2011)	Descriptive design	Strong relationship between motivation and employee performance
9.	The role of motivation on employee performance.	Albeiti (2015)	Descriptive design;	Positive relationship between motivation and employees performance
10.	The role of motivation on employees work performance	Faraji (2013)	Descriptive design using Correlation for analysis	Strong relationship between motivation and employees performance

2.7 Research Gap

Various theoretical and empirical studies have been done in Tanzania and outside of Tanzania mainly exploring on impact, contribution and influence of motivation factors on employee performance. However regardless of endeavor in motivation practice still there challenges in general practice including what motivate employee's and how motivation relates to employee performance. The planned study will focus on effect of motivation on employee performance at Vice President Office located in Dar es Salaam Region with further intention to determine the challenges facing employee motivation practice that has not been researched before.

2.8 Conceptual Framework

The figure bellow show the relationship between independent variables and dependent variables as well as intervening variables of the research problem. The independent variables are considered as motivation factors which include extrinsic and intrinsic factors. Extrinsic factors include salary, fringe benefits, free meals, accommodation, medical benefits and transport services while intrinsic factors include job satisfaction, interesting work, career achievement, promotion, recognition and flexibility (Hertzberg 1960).

Dependent variable is employee performance which include variables like agreed objective, efficiency, punctuality, employee attendance, responsibility accomplishment, quality of work, loyalty and employee competency/innovative (Mustafa 2013, Miriam 2014, Lilian et al, 2012).

The intervening factors include variable such as government policy and economic condition (Orasa, 2014).

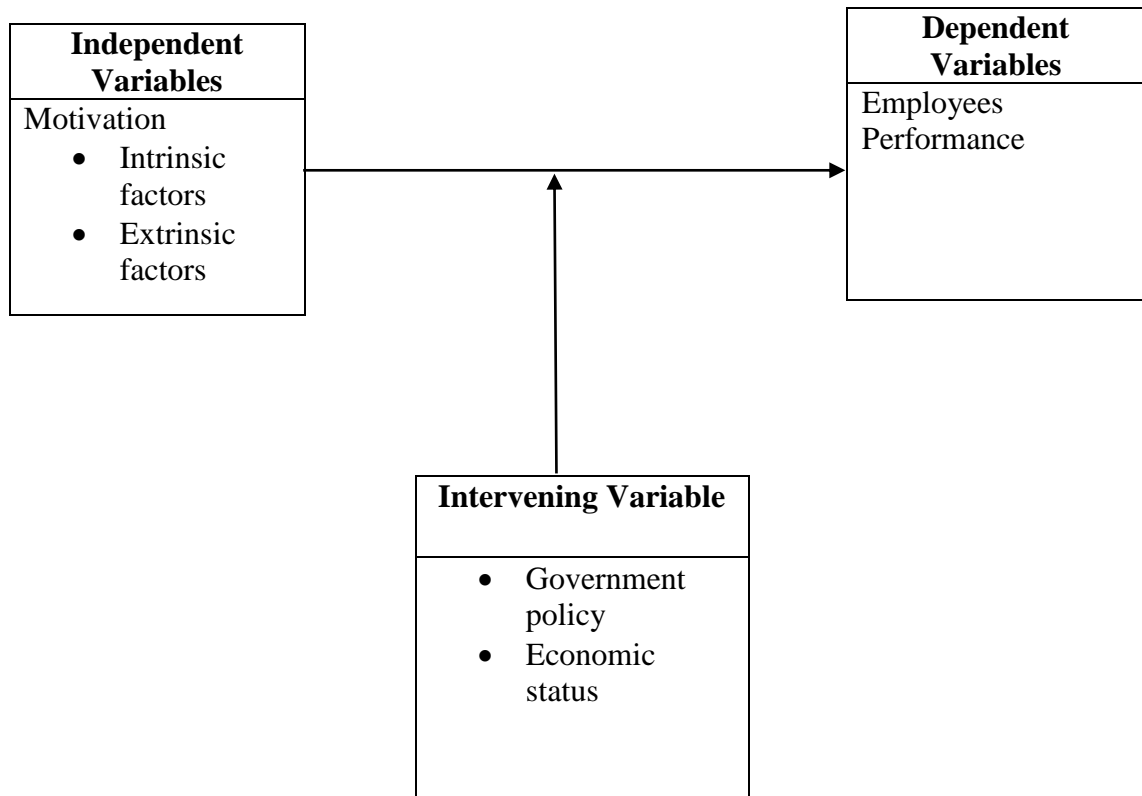


Figure 2.1: Conceptual Framework

Source: Researcher, 2016

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

Research methodology is a way to systematically solve the research problem with the logic behind them or a science of studying how research is done scientifically (Kothari, 2004). This chapter discussed about area of the study, sampling design & procedure, variable & measurement procedure, methods of data collection and data processing & analysis.

3.2 Research Design

The study adopted mixed research design approach where quantitative design was purposely for assessing the effects of motivation on employees' performance with the use of inferential analysis techniques including correlation and multiple regression.

3.3 Area of the Study

This study was conducted at Vice President's Office located in Dar es Salaam as a public office with number of 200 employees. This area of the study was chosen because of easy accessibility to researcher for data collection.

3.4 Sampling Design and Procedure

Sampling is the process of choosing a smaller, more manageable number of people to take part in research study (Dawson, 2012). According to Kothari (2004) sampling is

the selection of only few items from the universe for the purpose of study. For the purpose of this study random sampling was opted because it would help to eliminate bias, it give all individual an equal chance to be chosen, it helped having manageable number of representative and facilitated easy estimation of sampling error.

3.4.1 Sample Size

Refer to the number of items to be selected from the universe to constitute a sample. According to Kothari, 2004 selection of sample size depend on nature of the study, budget and time constraints. For the purpose of this study 133 respondents was used in data collection out of 200 employees found at Vice president's Office in Dar es Salaam.

$$n = \frac{Z^2 pqN}{e^2(N-1) + Z^2 pq} = \frac{(1.96)^2 (0.5*0.5*200)}{(0.05)^2 (200-1) + (1.96)^2 *0.5*0.5} = 133$$

Where;

- n = Sample size for a finite population
- N = Size of the population (Number of employee in VPO)
- p = Population reliability or frequency estimated for where the value of p=0.5 taken from developed countries where p+q=1
- e = margin of error considered is 5 percent for this study
- $Z_{\alpha/2}$ = Normal reduced variable at 0.05 level of significance, Z=1.96

3.5 Variable and Measurement Procedures

This part describe on how variables under this study was measured to accomplish intended objectives;

Attendance was tracked to check employee consistently showing up late, leaving early or taking an unusual number of sick days which may likely result to employees not showing their full potential. Poor attendance can be caused by any number of things including a lack of motivation. Absenteeism always put extra pressure on other employees who have to make up for missing coworkers.

Efficiency was checked by tracing employee's ability to complete their work on time. Employees should have ability to work to complete work in a given time using available resources. Also they should be able to prioritize to get things done as efficiently as possible. This would be achieved using group and individual accomplishment method.

The quality of work under this study is going to be measured through number of task completed without errors or number of task rejected by supervisor and clients. It is important to measure quality of work as motivated and engaged employees are likely to perform better their jobs.

Initiative and innovative will involve tracing employee ability to bring new working practices and ask what's needed. It is important to check for employees initiative and innovative because it is a sign of employee satisfaction and engagement.

3.6 Methods of Data Collection

Data are facts and other relevant materials, past and present which serve as basis for study and analysis. This study involved two kind of data thus are primary data and secondary data.

3.6.1 Primary Data

Involve data which have been collected for the first time using instrument like questionnaire, interview, survey, and observation. For the purpose this study primary data were collected through questionnaires.

3.6.2 Questionnaire

These are number of questions developed in definite order form whether typed or printed and sent to respondents to be answered. This method was used in this study because of low cost, being free from bias, larger sample coverage and data reliability (Kothari, 2004).

3.6.3 Secondary Data

Refers to the data which have already been collected and analysed by someone else. Secondary data were obtained from various reports, journals and circulars pertained to motivation in public service. The method was chosen in respect of data reliability, suitability and data adequacy.

3.7 Data Processing and Analysis

3.7.1 Data Processing

Involved operations like editing, coding, classification and tabulation of collected

data so that they are amenable for analysis;

Data editing the process of examining the collected raw data to detect errors and omission and correct this when is possible. Data editing was done to ensure data quality, data accuracy and data consistency.

Data coding this is the process of assigning numeral or other symbols to answer so that responses can be put into a limited number of categories or classes. Established classes were exhaustive so that to have a class for every data item. This helped to increase efficiency and through it several replies were reduced to a small number of classes with critical information required for analysis.

Data classification is the process of arranging data in groups on the basis of common characteristics. For the purpose of this study data having common characteristics were placed in one class to easier data analysis.

Tabulation is the process of arranging assembled data in some kind of concise and logical order or the process of summarizing raw data and displaying the same in compact form for further analysis. This easier the process of data comparison, detection of errors and omissions and provide a base for statistical computation.

3.7.2 Data Analysis

According to Kothari (2004) Data analysis refers to the process of computation of a certain indices or measurement along with searching for pattern of relationship that

exist among the data groups. Analysis involves estimating the value of unknown parameter of the population and testing of hypotheses for drawing inferences. For the purpose of this study descriptive analysis and inferential analysis were adopted together with Statistical Package for Social Sciences (SPSS) in data analysis.

Particularly Inferential analysis involved multiple linear correlation and regression techniques which apply under the following assumptions;

Firstly the model assumes that variable have normal distribution as none normally distributed will distort relationship and significance test.

Second assumption is reliability where variable are measured without error to obtain more accurate relationship in population. Normally avoid overestimating effect of another variable in multiple regressions.

Homoscedasticity assumption; refers to situation where there is similar variance of errors across all levels of the independent variable. The vice versa situation is called heteroscedasticity and when highly marked can seriously distort findings and weaken the analysis process.

Furthermore multiple linear correlation and regression analysis have limitations which include;

In existence of multicollinearity situation where two or more independent variables

are highly correlated with another the meaning of partial regression equation is unclear.

Also the possibility that successive observed values of the dependent variables are correlated rather than uncorrelated is easily observed in simple regression analysis than in multiple regression.

In this study correlation technique will be used to test the nature and strength of association between motivation and employee performance variables using multiple linear correlation coefficient (r) and

Multiple linear regression technique will be used to test cause-and-effect relationship between motivation and employee performance variables under the following equation

$$Y = \alpha + \beta_1 S_1 + \beta_2 Tr_2 + \beta_3 Md_3 + \beta_4 Ext_4 + \beta_5 Ca_5 + \beta_6 Pr_6 + \beta_7 Rec_7 + \mu$$

Where;

Y= Employee performance	Ext ₄ = Extra duty allowance
α = Constant	Ca ₅ = Carrier achievement
β = Regression coefficient	Pr ₆ = Promotion Benefits
S ₁ = Salary	Rec ₇ = Recognition
Tr ₂ = Transport allowance	μ = Level of confidence
Md ₃ = Medical Benefits	

3.8 Reliability and Validity of the Research Design

3.8.1 Reliability

According to Cooper and Schindler (2003), reliability is an assessment of

consistency of the measurement instrument. Under similar procedure reliability guarantee stable results overtime and across researchers. In this study, firstly reliability was ensured by well-prepared edited and tested research instrument to crosscheck ambiguous words and sentences.

Also a test for cronbach's alpha as shown in Table 3.1 (Reliability Statistics) was conducted where researcher obtained a cronbach's alpha coefficient of .8 which suggests that the scale has good internal consistency according to Nunnally (2012) who recommend a minimum level of .7 Cronbach alpha value.

Table 3.1: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items
.805	.719

3.8.2 Validity

Validity refers to the extent to which the instrument used during study measures the issues were intended to be measured according to Amin, 2005. To ensure validity in this study pilot testing were conducted that helped to make necessary adjustment on questionnaires to ensure measurement of intended objective.

Furthermore exploratory factor analysis was used as described below. Exploratory factor analysis with varimax rotation was conducted to assess the underlying structure for the forty three items of the human capital elements in the questionnaire. The value of KMO of 0.642 was yield which suggests that the sample was adequate

for exploratory factor analysis as suggested by Hooper (2012) who argued that KMO should be either .6 or above.

On the other hand Bartlett test in this study yield p-value =0.000 which signify that the variables are correlated highly enough to provide a reasonable basis for factor analysis as suggested by Hooper (2012) that the value for Bartlett test should be significance value of less than .05 as describe below in KMO and Bartlett test Table 3.2 bellow.

Table 3.2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling	.642
Bartlett's Test of Sphericity	Approx. Chi-Square	2548.149
	Df	741
	Sig.	.000

3.9 Ethical Consideration

Mugenda and Mugenda (2003) recommends that the researcher has to be careful to avoid causing physical or psychological harm to respondents by asking embarrassing and irrelevant questions, threatening language or making the respondents nervous. Therefore researcher under this study firstly obtained management letter from Open University to introduce himself to management of the VPO. Secondly researcher sought consent with respondents and obtained permission from them to distribute questionnaires. The researcher also explained the purpose of the study to the respondents and they were also assured of high confidentiality of their responses and identities.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Overview

This chapter deals with presentation, analysis and discussion of findings of the study. It entails both descriptive and inferential statistics with the aim to reveal main features of data and help drawing conclusion about the study undertaken to determine the effect of motivation on employee performance at Vice President's Office located in Dar es Salaam. The findings are presented in line objectives of the study which include identifying different types of motivation offered at Vice President's Office, to examine the relationship between motivation and employee's performance and to determine challenges towards effective motivation practice at Vice President's Office.

4.2 Descriptive Statistics

In order to examine the relationship between the effect of motivation on employee performance and characteristics of respondent variables, analysis of variance (ANOVA) was conducted. This section shows the response rate, gender of respondents, age of respondents, respondent's designation level of education, and respondent work experience at Vice President's Office.

4.2.1 Response Rate

Table 4.1 summarizes information about respondent rate where sample size of the study was 133 employees' from Vice President's Office. 133 questionnaires were distributed to employees but only 95 respondents returned given questionnaires. This

indicates that 71.5% of the target sample filled and returned questionnaires. According to Mugenda and Mugenda (2003), a response rate of 50% and above is recommended for data analysis. Therefore, the response rate of 71.5% was considered adequate for analyzing the data in this study.

Table 4.1: Response Rate

	Frequency	Percent (%)
Number of questionnaires issued	133	100
Number of respondents who answered Questionnaires	95	71.5%
Number of respondents who did not fill in the questionnaires	35	28.5%

Source: Field Data (2016)

4.2.2 Respondents Gender

The results as indicated in Table 4.2 revealed that Male were 54.7% and Female were 45.3%. This implies that Vice President's Office employs both genders although male gender was found to be dominant occupying greater percentage.

Table 4.2: Respondents Gender

	Frequency	Percent	Cumulative Percent
Male	52	54.7	54.7
Female	43	45.3	100.0
Total	95	100.0	

Source: Field Data (2016)

4.2.3 Respondents Age

The results from Table 4.3 indicates that 9.5% of employees' belong to age group of 21-25, 37.9% of employee at Vice president Office belong at age group of 26-35 Years, 33.7% are within the age group of 36-45 Years, 14.7% belongs above 45

years and lastly 4.2% of employees belongs to less than 21 years. This implies the Vice president Office is interested in age group of 26-45 which form about 71.6% of all employees.

Table 4.3: Respondents Age

	Frequency	Percent	Cumulative Percent
Less than 21	4	4.2	4.2
21-25	9	9.5	13.7
26-35	36	37.9	51.6
36-45	32	33.7	85.3
Above 45	14	14.7	100.0
Total	95	100.0	

Source: Field Data (2016)

4.2.4 Respondents Designation

The result from Table 4.4 shows that 36.8% of employees' belong to officer grade, 21.1% belongs to operational level, 15.8% belongs to senior level, 15.8% belongs to principal and 10.5% belongs to Administration level.

Table 4.4: Respondents Designation

	Frequency	Percent	Cumulative Percent
Administrator	10	10.5	10.5
Principal Officer	15	15.8	26.3
Senior Officer	15	15.8	42.1
Officer Grade	35	36.8	78.9
Operational	20	21.1	100.0
Total	95	100.0	

Source: Field Data (2016)

4.2.5 Respondents Education

Table 4.5 shows that 33.7% of employees are Degree holder, 31.6% are

Postgraduate, 28.4% are Diploma holder and 5.3% include employee with Certificate and below certificate level. From these results 93.7% constitute professional employees which imply that Vice President's Office is more interested in employee with professionals because of technical duties to be performed.

Table 4.5: Respondents Education

Education Level	Frequency	Percent	Cumulative Percent
Postgraduate	30	31.6	31.6
Bachelor Degree	32	33.7	65.3
Diploma Holder	27	28.4	93.7
Others	5	5.3	98.9
Missing	1	1.0	100.0
Total	95	100.0	

Source: Field Data (2016)

The results from table 4.6 shows that 46.3% of employees have more than 6 years' experience, 27.4% of employees have experience ranging 4-6 years, 21.0% of employee have experience ranging between 1-3 years and 5.3% have less than 1 year work experience. The results indicate that large number of employee amounting 94.8% have worked long time with VPO for a duration ranging 1 and above 6 years which implies that the Vice President's Office has capability to maintaining its work force.

Table 4.6: Respondents Work Experience

	Frequency	Percent	Cumulative Percent
Less than 1 Year	5	5.3	5.3
1-3 Years	20	21.0	26.3
4-6 Years	26	27.4	53.7
Above 6 Years	44	46.3	100.0
Total	95	100.0	

Source: Field Data (2016)

4.3 Different Types of Motivation Tools Offered at Vice President's Office

The study aimed at identifying different types of motivation tools offered at Vice President's Office as findings are expressed bellow and summarized in Table 4.7 in form of Likert scale.

4.3.1 Salary as Motivation Tool

With descriptive statistics the findings reveal that 18.9% strongly disagree, 16.8% disagree, 24.2% neither agree nor disagree, 13.7% agreed and 26.3% strongly agreed with provision of salary as motivation tool. The result show that greater percentage that is 40% who agree that the Vice President Office provide salary as motivation tool while 35.7% seems to disagree. This imply that VPO use salary as motivation technique which is consistency with a study conducted by Sara et al, (2004) who acknowledge financial reward such as salary as an influential motivation technique.

4.3.2 Transport Benefits

The results on this variable shows that 24.2% strongly disagree, 24.2% disagree 18.9% neither agree nor disagree, 16.8% agree and 15.8% strongly agree that the VPO provide transport benefit as motivation tool. The results shows that greater percentage of respondents which is 48.4% disagree which imply that transport benefits offered do not motivate large number of employees.

4.3.3 Medical Benefits

Findings show that 17.9% strongly disagree, 13.7% disagree, 24.2% neither agree nor disagree, 26.3% agree and 17.9% strongly disagree. With greater percentage of

44.2% who agree compared to those who disagree it imply that the VPO offers medical benefits to its employees.

4.3.4 Extra Duty Allowance

Descriptive findings show that 24.2% strongly disagree, 18.9% disagree, 22.1% neither agree nor disagree, 16.8% agree and 17.9% strongly disagree. With greater percentage of 43.1% who disagree compared to those who agree implies that the VPO extra duty allowance offered have small impact on employee's performance.

4.3.5 Carrier Achievement

Findings on this variable show that 27.4% strongly disagree, 24.2% disagree, 18.9% neither agree nor disagree, 12.6% agree and 16.8% strongly disagree. With greater percentage of 51.6% who disagree compared to those who agree implies that the VPO do not well practices carrier achievement for its employees which have negative impact on employee's performance.

4.3.6 Promotion

Findings show that 13.7% strongly disagree, 13.7% disagree, 23.2% neither agree nor disagree, 27.4% agree and 22.1% strongly disagree. With greater percentage of 49.5% who agree compared to those who disagree it imply that the VPO undertake promotion as motivation tool to its employees.

4.3.7 Recognition

Findings on this motivation variable show that 20.8% strongly disagree, 25.3% disagree, 23% neither agree nor disagree, 20.2% agree and 10.8% strongly agree.

With greater percentage of 45.1% of employees' who disagree when compared to 31.9% who agree it implies that the VPO consider recognition as one of motivation tool in minimal extent.

The findings above indicate that VPO uses motivational tools such as salary, transport benefits, medical benefits, extra duty allowance, carrier achievement, and recognition benefits to motivate its employees". This findings is consistent to the study undertaken by Jenifer Faraji, (2013) on the role of motivation on employees' work performance in public organisation who insist on provision of fringe benefits such as medical allowance, housing allowance, transport allowance so that to improve employees' performance.

Table 4.7: Motivation tools offered at VPO

Motivation tool	Strongly Disagree	Disagree	Neither Agree/Disagree	Agree	Strongly Agree
Salary	18.9%	16.8%	24.2%	13.7%	26.3%
Transport Benefits	24.2%	24.2%	18.9%	16.8%	15.8%
Medical Benefits	17.9%	13.7%	24.2%	26.3%	17.9%
Extra duty Allowance	24.2%	18.9%	22.1%	16.8%	17.9%
Carrier achievement	27.4%	24.2%	18.9%	12.6%	16.8%
Promotion Benefits	13.7%	13.7%	23.2%	27.4%	22.1%
Recognition	20.8%	25.3%	23%	20.2%	10.8%

Source: Field Data (2016)

4.3.8 Adequacy of Motivation Package

Employees were asked whether the motivation package available at VPO is adequate to motivate them. Findings from Table 4.8 show that 55.8% of employees responded that the package is not adequate while 43.2% agreed that the package is adequate. With greater percentage of employees' who does not agree imply that motivation

package of the VPO is inadequate therefore the VPO management should review motivation policy to enhance the package. This findings are similar to Faraji, (2013) who also found inadequate motivation practice in public school and recommended that there is a need to improve motivational prospect by providing fair and transparent rewards which are multiple to market pay so that to improve employees' motivation.

Table 4.8: Adequacy of Motivation Package

	Frequency	Percent	Cumulative Percent
Yes	41	43.2	43.2
No	53	55.8	98.9
Missing	1	1.0	100.0
Total	95	100.0	

Source: Field Data (2016)

4.3.9 Other Suggested Motivation Tools

Table 4.9 summarizes the results of other suggested motivation tools as per VPO employees where 27.4% of employees' suggested staff training to be included in the package, 24.2% of employees suggested on improvement of working conditions and 12.6% of employee suggested on recreation and staff tours. This implies that if the VPO management intend to optimal utilize 64.2% of its employee should introduce staff training, improve working conditions and introduce staff tours within the current motivation package.

The above findings agree with the findings of the study conducted in Sasolburg by M.A.T Matsie (2008) and found that training and good working conditions are motivational tools to enhance employees' performance.

Table 4.9: Other Suggested Motivation Tools

	Frequency	Percent	Cumulative Percent
Staff training and development	25	27.4	42.6
Improvement working conditions	23	24.2	80.3
Staff tours and recreation	12	12.6	100.0
Missing	34	35.8	
Total	95	100.0	

Source: Field Data (2016)

4.4 Relationship between Motivation and Employees' Performance

4.4.1 Performance Influential Motivation Tool

Table 4.10 show influential motivation tool to employees at VPO where salary takes 51.6%, transport benefit constitute 8.4%, medical benefits comprise 5.3%, Extra duty takes 10.5%, carrier achievement amount to 10.5% and promotion comprise 10.5% which indicates that if management intend to improve employees' performance has to allocate more resources to improve employees' salary. This finding correspond with Vroom (1964) who stated that if an individual worker believed that working hard would lead to salary increment he or she would intensify his or her effort and work harder.

Table 4.10: Performance Influential Motivation Tool

	Frequency	Percent	Cumulative Percent
Salary	49	51.6	51.6
Transport benefits	8	8.4	60.0
Medical benefits	5	5.3	65.3
Extra duty allowance	12	12.6	77.9
Carrier achievement	10	10.5	88.4
Promotion	10	10.5	98.9
Recognition	1	1.1	100.0
Total	95	100.0	

Source: Field Data (2016)

4.4.2 Ranking of Motivation Tools

4.4.2.1 Salary Rank

Employees were asked to rank salary, where most of them ranked as essential with 62.1%, 9.5% claimed to be high rank, 15.8% were neutral while low rank constitute 12.6% this indicates that salary have more impact on employee performance at VPO and should be handled with care to ensure better organization performance.

4.4.2.2 Transport Benefits Rank

When VPO employees were asked to rank transport benefits as motivation tool that may influence their performance 44.2% ranked as essential tool, 22.1% put in high rank, 21% were neutral while 12.7% regarded as low rank tool. This signifies that transport benefits should be more considered as it seems to be essential for employees to perform better.

4.4.2.3 Medical Benefits Rank

Medical benefit as a motivation tool was ranked as follows 47.4% ranked it as an essential tool, 22.1% indicated it as high rank, 19.9% were neutral while 10.6% grouped in low rank which indicates that medical benefits is of most important if the VPO management requires better organisation performance.

4.4.2.4 Extra Duty Allowance Rank

Extra duty allowance as a motivation tool was ranked as follows 41.1% ranked it as an essential tool, 30.5% indicated it as high rank, 10.5% were neutral and 17.9% grouped in low rank which implies that extra duty is of most important for employees' to perform better.

4.4.2.5 Carrier Achievement Rank

When VPO employees were asked to carrier achievement support as motivation tool 42.1% ranked as essential tool, 21.1% put in high rank, 19.9% were neutral while 16.9% ranked it low rank tool. This indicates that employees consider carrier achievement as an essential for them to perform better.

4.4.2.6 Promotion Rank

Promotion as a motivation tool was ranked as follows 52.6% ranked it as an essential motivation tool, 18.9% indicated it as high rank, 20% were neutral and 8.5% grouped in low rank which implies that to attain better employee's performance VPO management should undertake promotion in fair manner.

4.4.2.7 Recognition Rank

When VPO employees were asked to rank recognition as motivation tool that may influence their performance 49.5% ranked as an essential tool, 17.9% put in high rank, 21% were neutral while 11.6% regarded as low rank tool. This signifies that employee's recognition should be put in considered as it seems to be essential for employees to perform better.

The findings above as summarized in Table 4.11 show that financial motivational tools were essentially ranked which imply that performance of employees' at VPO may also be highly affected by monetary tools which is supported by the study conducted by Omollo (2015) on effect of motivation on employee performance of

Kenya Commercial Bank and found that monetary reward were highly preferred by majority employees.

Table 4.11: Ranking of Motivation Tools

Motivation tools	Essential	High Rank	Neutral	Low Rank	No at all priority
Salary	62.1%	9.5%	15.8%	12.6%	-
Transport Benefits	44.2%	22.1%	21%	12.7%	-
Medical Benefits	47.4%	22.1%	19.9%	10.6%	-
Extra duty allowance	41.1%	30.5%	10.5%	17.9%	-
Carrier achievement	42.1%	21.1%	19.9%	16.9%	-
Promotion	52.6%	18.9%	20%	8.5%	-
Recognition	49.5%	17.9%	21%	11.6%	-

Source: Field Data (2016)

4.4.3 Extent of Influence of Motivation Package over Listed Performance Variable

4.4.3.1 Extent of Influence of Motivation Package on Attendance

When employees were asked on perception of influence of motivation on attendance 14.7% said were not at all influenced, 38.9% replied that were slightly influenced, 20% said to be very influential and 11.6% said that were extremely influenced. With greater percentage of about 53.6% of non-influenced employees the finding indicates that available motivation package doesn't influence employees work attendance moreover it was evidenced in attendance register having variation in number of attendees and employees late arrival at work.

4.4.3.2 Extent of Influence of Motivation Package over Competence

Also employees were asked on perception of motivation influence over competence where 11.6% were not at all influenced, 32.6% were slightly influenced, 11.6% said

to be very influential and 14.7% were extremely influenced. The greater percentage 44.2% of non-influenced employees indicates that available motivation package doesn't influence competence.

4.4.3.3 Extent of Motivation Package Influence over Employees Efficiency

Perception on motivation package influence over efficiency show that 10.5% were not at all influenced, 35.8% were slightly influenced, 14.7% perceived to be very influential and 14.7% were extremely influenced. The greater percentage 46.3% of non-influenced employees indicates that available motivation package doesn't influence competence.

4.4.3.4 Extent of Influence of Motivation Package on Employee's Loyalty

Perception on influence of motivation package on employees' loyalty show that 11.6% were not at all influenced, 36.8% were slightly influenced, 12.6% perceived to be very influential and 10.5% were extremely influenced. The greater percentage 48.4% of non-influenced employees indicates that available motivation package doesn't influence loyalty this may lead to high turnover in future.

4.4.3.5 Extent of Motivation Package Influence over Employee's Punctuality

Perception on influence of motivation package over punctuality show that 11.6% were not at all influenced, 37.9% were slightly influenced, 12.6% perceived to be very influential and 12.6% were extremely influenced. The greater percentage 49.5% of non-influenced employees indicates that available motivation package doesn't influence employee's punctuality therefore having task completed out of time.

4.4.3.6 Extent of Motivation Package Influence over Employees Agreed Objectives

Perception on motivation influence over agreed objectives show that 12.6% were not at all influenced, 31.6% were slightly influenced, 13.7% perceived to be very influential and 14.7% were extremely influenced. The greater percentage 44.2% of non-influenced employees indicates that available motivation package doesn't influence completing agreed objectives that may lead in failure to accomplish entire organisation objectives.

4.4.4 General Influence of Existing Motivation Package over Employees Performance

Table 4.12 show employees perspective on influence of current motivation package over employees' performance where 23.2% said that the package is not at all influential, 38.9% claimed on slightly influential, 14.7% said that it is somewhat influential, 17.9% recommended it to be very influential and 5.3% recommended it to be extreme influential. When 62.1% of employees who were not influenced by the current motivation package were compared to 23.2% who found to be influenced the findings may be interpreted that the current motivation package at Vice President Office may not influence employees' good performance.

The finding above agree with Mruma (2013) who conducted a study on effect of motivation factor on teachers performance in Tanzania education system and found that motivation package were not influential and therefore employees' were unhappy and perform below average.

Table 4.12: Motivation Package Influence Results

	Frequency	Percent	Cumulative Percent
Not at all influential	22	23.2	23.2
Slightly influential	37	38.9	62.1
Somewhat influential	14	14.7	76.8
Very influential	17	17.9	94.7
Extremely influential	5	5.3	100.0
Total	95	100.0	

Source: Field Data (2016)

4.4.5 Additional Measures to Improve Employees' Performance

Table 4.13 below show additional measures to improve performance as suggested by VPO employees where 42.1% suggested on regular staff training and development, 20% suggested on enhancement of current motivation package, 16.8% argued on staff involvement, 10.5% suggested on provision of working tools and 5.3% argued on time payment of staff entitlement. This implies that for VPO management to improve employees' and organisation performance should greatly consider staff training, enhance motivation package and improve staff involvement on issues with impact on them such as policy development.

The importance of training on employee's performance is also revealed in article of the United State Office of personnel Management, 2001 where it is stated that "Providing employees with training and developmental opportunities encourage good performance, strengthens job-related skills and competencies and help employees keep up with changes in the workplace, such as the introduction of new technology" Also the findings correspond with study of Mgimba (2014) who recommended for proper training, enhancing motivation package, adequate working

tool as well as increasing employees' involvement in decision making to ensure better performance.

Table 4.13: Additional Measures to Improve Employee's Performance

	Frequency	Percent	Cumulative Percent
On time payment of staff entitlements	5	5.3	5.3
Enhancing motivation package	19	20.0	25.3
Provision of working tools	10	10.5	35.8
Regular staff training and development	40	42.1	77.9
Regular staff meeting and involvement	16	16.8	88.4
Missing	5	5.3	100.0
Total	95	100.0	

Source: Field Data (2016)

4.4.6 Factors Hindering Motivation Practice at VPO

Table 4.14 below show employees attitude on factors hindering motivation practice where 33.7% of employees agreed on shortage of resources as an hindering factor, 22.1% agreed on lack of management willingness, 27.4% agreed on organization policy as a limiting factor and 16.8% of employee agreed on poor autonomy as a limiting factor for motivation practice. This indicates that the VPO management has to increase the amount of resource allocated in motivation practice, review its policy and change its attitude by having positive willingness on motivation practice.

Table 4.14: Factors Hindering Motivation Practice

	Frequency	Percent	Cumulative Percent
Shortage of resources	32	33.7	33.7
Lack of management willingness	21	22.1	55.8
Organization policy	26	27.4	83.2
Poor autonomy	16	16.8	100.0
Total	95	100.0	

Source: Field Data (2016)

4.4.7 Other Factors Limiting Motivation Practice at VPO

Table 4.15 show additional factors limiting motivation practices where 18.9% of employees' concern was on political interests, 27.3% argued on bureaucracy, 29.4% mentioned disregard of human resources, 15.7% argued on lack of employees' involvement and 5.4% of employees claimed on appraisal system as a limiting factor. The findings indicates that the VPO management should strive on reducing bureaucracy, establish bond on professionalism, proper regard on human resources value and improve employees' involvement.

Table 4.15: Other Factors Limiting Employee's Motivation Practice

	Frequency	Percent	Cumulative Percent
Political interest	18	18.9	23.1
Bureaucracy	26	27.3	56.4
Less importance for human resources	28	29.4	92.3
Poor performance appraisal system	5	5.4	98.7
Poor Employee involvement	15	15.7	
Total	92	96.8	100.0
Missing	3	3.3	
Total	95	100.0	

Source: Field Data (2016)

4.4.8 Suggested Strategies to Overcome Motivational Challenges

Table 4.16 Suggest some strategies that can be used to overcome above mentioned challenges where 51.6% suggested on regular review of government policy, 14.7% suggested on management empowerment and staff involvement, while 10.6% suggested on setting realistic budget and 5.3% suggested that management should mostly consider professionalism. The finding indicates that if the VPO intend to

motivate employees should in best way employ the above mentioned strategies and the Government at large review its policy on motivation issues as suggested by large number of employees.

Table 4.16: Suggested Strategies to Overcome Motivational Challenges

	Frequency	Percent	Cumulative Percent
Realistic budget projection	10	10.6	12.8
Regular review of Government and organization policy	49	51.6	74.4
Management empowerment and staff involvement	14	14.7	92.3
Relying on professionalism	5	5.3	98.7
Missing	17	17.8	100.0
Total	95	100.0	

Source: Field Data (2016)

4.5 Correlation Analysis

Correlation results summarized in Table 4.17 indicate existence of positive relationship between salary and employees' performance. This implies that the increase in salary will also increase employee performance. The strength of correlation is 0.589, which confirm that the two variables have strong positive correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Also the relationship between transport benefits and performance is positive. This implies that the increase in transport benefits will also increase employee performance. The strength of correlation is 0.421, which confirm that the two variables have strong positive correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

The relationship between medical benefits and performance is positive relationship which implies that the increase in medical benefits will also increase employee performance. The strength of correlation is 0.395, which confirm that the two variables have moderate correlation, this is according to Pearson r Correlation +0.3 to +0.39 it is moderate correlation.

The relationship between support in carrier achievement and employees' performance is positive. This implies that the increase in support for carrier achievement will also increase employee performance. The strength of correlation is 0.562, which confirm that the two variables have strong correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Also the same table shows that the relationship between promotion and performance is positive. This implies that the increase in promotion benefits will also increase employee performance. The strength of correlation is 0.672, which confirm that the two variables have strong correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Lastly the relationship between employees' recognition and performance is positive. This implies that the increase in recognition practice will also increase employee performance. The strength of correlation is 0.407, which confirm that the two variables have strong correlation, this is according to Pearson' r Correlation +0.40 to +0.69 it is strong positive relationship.

Table 4.17: Correlation Results

		Perf.	Salary	Tr.Ben	Md.Ben	EDA	CA	Pr.	Reco.
Pearson Correlation	Perf.	1.000	.589	.421	.395	.421	.562	.672	.407
	Salary	.589	1.000	.231	.102	.255	.167	.154	.099
	Tr.Ben	.421	.231	1.000	.207	.189	.005	.293	.126
	Md.Ben	.395	.102	.207	1.000	.004	.166	.001	.251
	Eda	.421	.255	.189	.004	1.000	.173	.236	.003
	Ca	.562	.167	.005	.166	.173	1.000	.134	.102
	Pr.	.672	.154	.293	.001	.236	.134	1.000	.013
	Reco.	.407	.099	.126	.251	.003	.102	.013	1.000
N	Perf,Sl,Tr, Md Ben,Eda,Ca,Pr, Reco.	95	95	95	95	95	95	95	95

Where initials in the table above stands for;

Perf-	Performance	Ca-	Carrier Achievement
Tr.Ben-	Transport Benefits	Pr.-	Promotion Benefits
Md.Ben-	Medical Benefits	Reco.-	Recognition
Eda-	Extra duty allowance		

4.6 Test for Multiple Regression Assumptions

Before running multiple regression analysis a test on linearity, normality, outliers, multicollinearity and adequate sample size assumptions was done as explained below to ensure precise model results.

4.6.1 Linearity Test

Linearity and normality was tested using linear graph to ensure normally distributed residual with straight line relationship and predicted dependent variable scores. According to figure 4.1 below the study was in line with linearity and normality assumption of multiple regression.

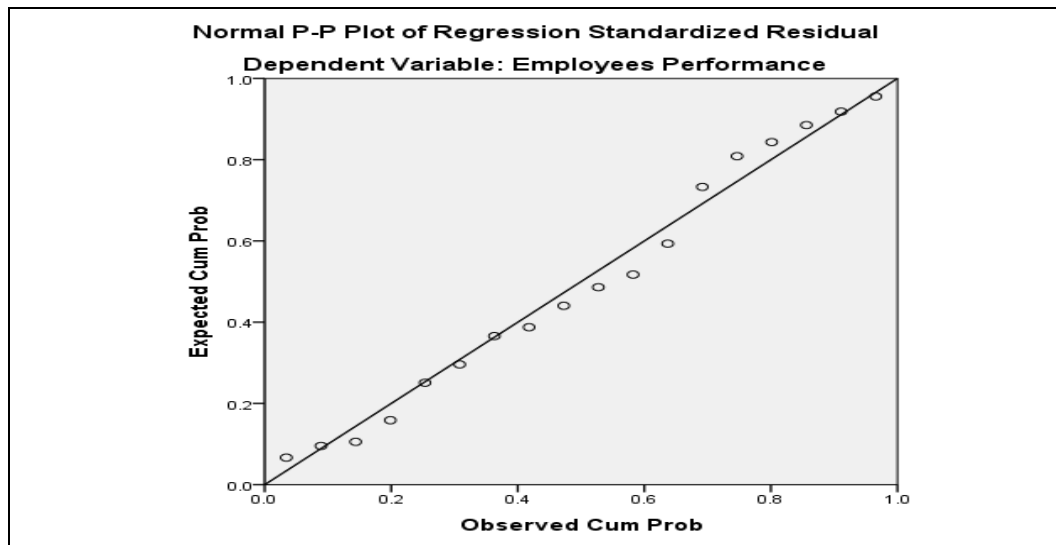


Figure 4.3: Linear Graph

4.6.2 Outliers Test

According to Tabachnick and Fidell's (2013) outliers for seven independent variables can be checked using critical value compared with mahalanobis distance value not greater than 24.32 and maximum cook's distance value not greater than 1. From table 4.18 below Mahalanobis distance value is 24.32 and maximum cook's distance value is 0.89 concluding that no outlier problem.

Table 4.18: Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	26	28	9.40	1.36	95
Std. Predicted Value	-4.8	.46	.002	1.00	95
Standard Error of Predicted Value	.091	.623	.13	.081	95
Adjusted Predicted Value	.52	4.7	4.40	.483	95
Residual	-2.2	2.1	.000	.873	95
Std. Residual	-2.3	2.4	.000	.989	95
Stud. Residual	-2.3	2.4	.000	1.062	95
Deleted Residual	2.2	2.3	.073	1.044	95
Stud. Deleted Residual	2.5	2.6	.085	1.095	95
Mahal. Distance	.011	24.32	3.74	4.657	95
Cook's Distance	.000	.83	.089	.050	95
Centered Leverage Value	.000	.488	.021	.071	95

a. Dependent Variable: Performance

4.9.3 Multicollinearity Test

Multicollinearity was tested according to Pallant test using cut-off point of not less than .10 for tolerance value and VIF value not greater than 10. Table 4.19 bellow show that no tolerance value bellow .10 or VIF value above 10 therefore it is concluded that regression analysis for this study had no multicollinearity problem.

Table 4.19: Results for Multicollinearity Test

	Salary	Transport Benefit	Medical. Benefits	Extra Duty Allowance	Carrier Achievement	Promotion	Recognition
Tolerance	.65	.82	.84	.82	.68	.54	.83
VIF	1.33	2.14	1.26	1.17	3.78	4.02	1.82

4.6.3 Sample Size

Also to align with multiple regression assumptions Daniels's formula was adopted to ensure adequate sample size where 133 respondents was used in data collection out of 200 employees found at Vice President Office.

4.7 Regression Analysis

Regression results in Table 4.20 show that adjusted R^2 is 71.8%, which means that the model can explain 71.8% variations of the predicted variables leaving out response variation of 28.2%.

Table 4.20: Regression Analysis Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866 ^a	.729	.718	.353
a. Predictors: (Constant), Prom Benefits, Salary, Transport Benefits, Extra duty allowance, Recognition, Carrier achievement				
b. Dependent Variable: Performance				

Table 4.21: ANOVA Results

		Sum of square	df	Mean square	F	Sign
Performance	Between groups	2.423	3	.843	3.132	.000
	Within group	31.031	92	.287		
	Total	33.454	95			
Motivation	Between groups	1.349	3	.438	2.042	.000
	Within group	28.003	92	.253		
	Total	29.352	95			

The results above show that there were significance difference found in motivation among ages of respondents with $F=2.042$, $p=0.000$ on the other hand analysis of performance shown significance difference in respondents performance in age where $F=3.132$ and $p=0.000$. Therefore the study found positive association between age of respondents, motivation and performance.

Table 4.22 summarize on coefficient results for motivation factors where Salary coefficient is 0.57% which means for every 1% increase in salary leads to 0.57% increase in employees performance, promotion benefits coefficient is 0.52% which means for every 1% increase in promotion benefits will leads to 0.52% increase in employees performance, transport benefits coefficient is 0.47% which means for every 1% increase in transport benefits will leads to 0.47% increase in employees performance, medical benefits coefficient is 0.40% which means for every 1% increase in medical benefits will leads to 0.40% increase in employees performance, extra duty allowance coefficient is 0.42% which means for every 1% increase in extra duty allowance will leads to 0.42% increase in employees performance also carrier achievement coefficient is 0.55% which means for every 1% increase in carrier achievement will leads to 0.55% increase in employees performance.

Moreover recognition coefficient is 0.50% which means for every 1% increase in employees recognition will leads to 0.50% increase in employees performance.

Table 4.22: Coefficient Results

Model		Unstandardised Coefficient	Standardised Coefficient	Standard Error
a. Dependent Variable: Performance	Constant	3.55	2.37	.388
	Salary	0.57	0.35	.070
	Transport Benefits	0.47	0.32	.067
	Medical Benefits	0.40	0.17	.060
	Extra Duty Allowance	0.42	0.24	.067
	Carrier Achievement	0.55	0.32	.069
	Promotion Benefits	0.52	0.27	.080
	Recognition	0.50	0.33	.072

The results above reveal the effects of motivation on employees' performance therefore insist on improving motivation practice at Vice President's Office so as to encourage better performance for employees.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This chapter presents the summary of research findings on each research objective, conclusion on the findings, recommendations is also drawn as well as demarcating limitation of the study.

5.2 Summary of research findings

First Research objective: To identify different types motivation offered at Vice President Office

The findings revealed that Vice President Offices offers different types of motivation including salary, transport benefits, medical benefits and promotion. It was also found that Extra duty allowance, recognition and support for carrier achievement were provided in limited manner which is evidenced by majority of employees (55.8%) who argued that the package was not adequate.

Second Research objective: To examine the relationship between motivation and employees' performance.

Research findings indicated existence of strong positive relationship between motivation factors such as salary, transport benefits, medical benefits, extra duty allowance, carrier achievement, promotion benefits, recognition and employees' performance which imply that the increase in motivation factors will also lead to

increase employees' performance. The results of this study agree with research of Mruma (2013) who found a significance relationship between motivation and performance of teachers in public schools.

Third Research objective: To determine challenges towards effective motivation practice at VPO

The study discovered that VPO faces some challenges towards motivation practice which includes the following shortage of resources, lack of management willingness, poor organisation policy on motivation issues, political interest, lack of autonomy, bureaucracy and poor consideration of human resources as a core resource.

5.3 Conclusion

First objective: To identify different types motivation offered at Vice President Office

The study can be concluded that the VPO was partially practicing extrinsic motivation by using monetary tools such as salary, transport benefits, extra duty allowances, medical benefits which has brought small effect on employees performance. Management of VPO is advised to enhance the available motivation package by incorporating also intrinsic motivation factors because a single motivation factor cannot optimally influence employees' performance as advised in Herzberg motivation theory which address both motivating factors and hygiene factors where hygiene include monetary, working conditions and supervision while motivating factors include job interest, recognition and sense of achievement. (kermally, 2005)

Second objective: To examine the relationship between motivation and employees' performance

The findings of this study revealed that there are strong positive relationships between motivation and employees' performance which indicates that the increase in motivation will lead in increase of employees' performance. In order to make optimum utilization of human resources the VPO management needs to make improvement in its rewarding system by integrating reward strategy with human resource strategy so as to develop unique reward strategy that will help to improve employees' performance as well as achieving organisation goals.

It was also found that salary was considered as the main factor that influence employees' to work hard and better, which imply that low monthly pay reduce morale for high employees' performance. Therefore, VPO management should review its wage system to reflect employees' education, economic status and employees' responsibility as well as considering market wages so as to encourage better performance for its employees.

Third objective: To determine challenges towards effective motivation practice at VPO

As it was found that motivation practice at VPO is facing some challenges like shortage of resources, lack of management willingness, bureaucracy and disregard of human resources. Therefore VPO management may undertake the following measures to encounter identified challenges; setting realistic budget, management empowerment and employee involvement, relying in professionalism and

management attitudinal change.

5.4 Recommendations

The study revealed that VPO employees were unhappy with present motivation package because of package inadequacy. Majority of employees regarded their salary and allowances to be underestimated when compared with education level and responsibilities given. This necessitates salary review in public sector to reflect employees education level, given responsibility as well as current economic environment which may help provision of reasonable extrinsic motivation that may improve employees performance.

The study revealed little recognition of human resources as a core resource within the organization. The situation has resulted to poor intrinsic motivation including lack of recognition for achievement and poor working environment. Intrinsic motivation has a great role in performance therefore management should adopt mixed motivation approach which incorporate intrinsic and extrinsic motivation thus may enable employees to perform at high level. However this may be greatly achieved through management having positive attitude towards human resources which may improve employees' recognition and involvement.

The study also found that the organization had no its own motivation policy instead VPO relay on general policy (Tanzania Public Service pay and incentive policy, 2010) developed by President's Office, Public Service Management. Because of generality of this policy has resulted into grievances on motivation issues as there no

definite way of putting into practice a particular policy within VPO environment. Management should take immediate measures to work on general policy and develop its own policy that will suit its environment to cutter for existing grievances as well as to improve employees' morale and performance.

The study found that there were no staff training and development program which resulted into lack of training opportunities as well as employee developing them in their own interest. Management is advised to take immediate measures to develop effective training program that will help to strengthens job-related skills and competencies and help employees keep up with changes in the workplace as well as improving employees' performance.

5.5 Limitation of the study

Researcher encountered the problem on questionnaires collection where some respondent delayed to complete them and some did not return them at all which reduced the number of intended sample.

5.6 Area for further research

The study concentrated on the effect of motivation on employees' performance where the findings revealed that there is positive relationship between motivation and employees' performance as well as existence of inadequate motivation practice in public sector especially at VPO. Basing on the findings there is a need to conduct intensive study on the cause of poor motivation practice in public sector by involving

numerous public institutions that will help to improve performance of public servants.

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APPENDIX**QUESTIONNAIRE****PART A**

(Please Tick the right option, fill the right answer in a given space and circle the number representing your best level of agreement where 5= Strongly agree, 4= Agree, 3= Neither agree nor disagree, 2= Disagree, 1= Strongly disagree)

1. Employee Gender

i) Male ()

ii) Female ()

2. Employee Age (Years)

i) <21 ()

ii) 21-25 ()

iii) 26-35 ()

iv) 36-45 ()

v) >45 ()

3. Employee designation/title

i) Administrator ()

ii) Principal Officer ()

iii) Senior Officer ()

iv) Officer Grade ()

v) Operational ()

4. Employee education level

- i) Postgraduate ()
- ii) Degree ()
- iii) Diploma ()
- iv) Others ()

5. Employee work experience

- i) Less than a year ()
- ii) 1-3 years ()
- iii) 4-6 years ()
- iv) Above 6 years ()

PART B

6. Indicate which of the following motivation tools are offered by your Organisation?

(Please circle the number representing your best level of agreement)

- | | | | | | |
|-------------------------|---|---|---|---|---|
| a) Salary | 1 | 2 | 3 | 4 | 5 |
| b) Transport benefits | 1 | 2 | 3 | 4 | 5 |
| c) Medical benefits | 1 | 2 | 3 | 4 | 5 |
| d) Extra duty allowance | 1 | 2 | 3 | 4 | 5 |
| e) Career achievement | 1 | 2 | 3 | 4 | 5 |
| f) Promotion | 1 | 2 | 3 | 4 | 5 |
| g) Recognition | 1 | 2 | 3 | 4 | 5 |

7. Do you think these motivation package are adequate to motivate employees?

- i) Yes ()

ii) No ()

8. If no what other kind of motivation tools would you suggest?

a)

b)

c)

d)

PART C

9. Indicate which of the following motivation tool influence your performance?

(Please tick the item representing your best level agreement)

a) Salary ()

b) Transport benefits ()

c) Medical benefits ()

d) Extra duty allowance ()

e) Career achievement ()

f) Promotion ()

g) Recognition ()

10. How can you rank identified motivation packages?

(Please circle the number representing your best level of rank,5-essential, 4-

High rank, 3-Moderate rank, 2-Low rank, Least rank)

a) Salary 1 2 3 4 5

b) Transport benefits 1 2 3 4 5

c) Medical benefits 1 2 3 4 5

d) Extra duty allowance 1 2 3 4 5

- | | | | | | |
|------------------------|---|---|---|---|---|
| e) Carrier achievement | 1 | 2 | 3 | 4 | 5 |
| f) Promotion | 1 | 2 | 3 | 4 | 5 |
| g) Recognition | 1 | 2 | 3 | 4 | 5 |

11. In what extent do provided motivation package influence you in the following conduct?

(Please circle the number representing your best level of agreement)

- | | | | | | |
|----------------------|---|---|---|---|---|
| a) Attendance | 1 | 2 | 3 | 4 | 5 |
| b) Competence | 1 | 2 | 3 | 4 | 5 |
| c) Efficiency | 1 | 2 | 3 | 4 | 5 |
| d) Loyalty | 1 | 2 | 3 | 4 | 5 |
| e) Punctuality | 1 | 2 | 3 | 4 | 5 |
| f) Agreed objectives | 1 | 2 | 3 | 4 | 5 |

12. To what extent do current motivation package influence your performance?

(Please tick the item representing your best level of influence)

- 1) Not at all influential ()
- 2) Slightly influential ()
- 3) Somewhat influential ()
- 4) Very influential ()
- 5) Extreme influential ()

13. What other measures would you suggest to improve employee performance in your organization?

- a)
- b)
- c)

PART D

14. Which of the following factors hinder employee motivation practice in your organization?

(Please tick the answer representing your best level of agreement)

- a) Shortage of resources ()
- b) Lack Management willingness ()
- c) Organization policy ()
- d) Poor autonomy ()

15. Mention other factors limiting employee motivation practice in your organization?

- a)
- b)
- c)

16. What strategies would be employed to overcome the mentioned challenges?

.....
.....
.....