

**ASSESSING THE EFFECTS OF MOTIVATION ON ORGANIZATIONAL
PERFORMANCE: A CASE OF MHS MASSANA HOSPITAL, DAR ES
SALAAM TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF
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 entitled: **Assessing the effect of Motivation on Organizational Performance: A Case of MHS Massana Hospital, Dar es salaam Tanzania**, in partial fulfillment of the requirements for the degree of Master of Human Resources Management (MHRM) of the Open University of Tanzania.

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DECLARATION

I, **Frank Ernest Kyaruzi**, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

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Signature

.....

Date

DEDICATION

To my dear wife Jennifer who encouraged me to pursue this course. Love you and thank you.

To my son Eric who missed my love and care during my studies and write up of this work. It was a busy time

To my daughter Erica, my mother Winfrida and my young sister Apronia rest in peace.

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I express my gratitude to the management at MHS Massana Hospital for allowing me to use their hospital as a case study, giving me space and time to interact with employees despite their busy schedule.

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ABSTRACT

The overall objective of this study is to assess the effects of motivation on organizational performance in private sector. The study addressed three research questions, namely: what are the motivation packages offered to employees at MHS Massana Hospital, what are the factors motivating employees to perform their job better and the last question is the employees motivation related to organizational performance. Using MHS Massana hospital as a case study, a sample of 63 respondents selected based on stratified random and purposive sampling, the quantitative and qualitative approach were adopted in which self administered questionnaires and interviews were used for collection of data. Data were analyzed using descriptive statistics and SPSS to answer the three research questions posed for the study. The findings revealed that motivation of employees' increase commitment, retain employees, increase productivity and increases organizational performance. Promotion, medical allowance, training, overtime, salary and responsibility allowance as a motivation packages offered at MHS Massana contributes more on employees work performance than house allowance, responsibility allowance, hospital loan and bonus. Employees were not satisfied with hospital loan, basic pay, time for salary pay and medical allowance. This study used Herzberg theory to assess the effects of motivation on organization performance. The researcher concluded that, there is a relationship between employees' motivation and organizational performance. Hospital management should invest on employees' motivation for the success of their organization.

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LIST OF ABBREVIATIONS

HR	Human Resources
MDGs	Millennium Development Goals
MHS	Massana Health Services
MOHSW	Ministry of Health and Social Welfare
NHIF	National Health Insurance Fund
PBF	Performance Based Finance
PHWs	Primary Health Workers
WHO	World Health Organization

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

Gibson et al (1997) maintain that motivating employees was an important topic as far back as 1789. Samuel Slater, a pioneer who introduced textile manufacturing to America, was concerned with creating a work setting where it was comfortable for workers to do their job (Ibid). Bennett and Lynnes (1999) argue that it is important to know the factors that affect workers motivation amongst the health workers. A worker may be competent but what makes an individual come to work regularly, work diligently and be willing to carry out necessary tasks and be flexible, is of his or her level of job motivation.

Locke (2006) argues that motivation is the key to success in any organization. Management of any organization has the duty to motivate its staff to produce at its most effective levels. The success of management of any organization is measured by organizational performance which in turn depends on level of satisfaction and commitment of staff toward achieving goals of the organization.

Mboma (1997) stated that motivation is the creation of the will to work. It stimulates people to act in a manner that enable achievement of desired goals. Mboma argued that higher degree of motivation leads to job satisfaction of employee and reduced absenteeism, turnover and labor unrest. Mboma also opines that motivation makes workers more committed to the organization and attracts a better work force to join the organization.

In 2006 the Ministry of Health and Social Welfare (MOHSW) estimated that, there were 29,000 staff working in government health facilities (an estimate of 65%

shortage) and about 6,000 staff working in private facilities (an estimate of 86% shortage).

To expand the number of facilities to meet its development plan, MOHSW estimated that an additional 144,700 health workers would have to be trained and employed to work with government sector and 39,000 for the non governmental sector between 2007 and 2017 (Kwesigabo,2012). Little is known about the quality of health services provided by existing few workers and the level of motivation in their respective work stations. This deficit would be even more serious due to current proposals (MOHSW, 2014) primary Health Services Development Program (PHSDP) 2007 – 2017 to build one hospital for each district, one health centre for each administrative ward and a dispensary for each village. Tanzania health sector is facing challenges on employee motivation toward organizational performance and it is a key component in this functional failure.

1.2 Statement of the Problem

Performance of a given organization depends on the employee efforts along with employer efforts on motivating employees and failure to do so the organization performance will be poor. Poor motivation to employee is taken as the major source of poor organization performance.

Tanzania is among the 57 (36 are in Sub Saharan) Africa countries in the world with serious human resource for health crisis (WHO, 2006). The shortage is not uniform in the country; rural areas are more affected than urban areas because of poor motivational packages offered to health workers in Tanzania, chronic under funding of the health sector and insufficient national budget of MOHSW.

Despite of researches done on the issues of motivation and organizational performance, little research work has been targeted to assess the effects of motivation on organizational performance in private healthy sector in Tanzania. Those few researches were done at Muhimbili National Hospital to represent public hospitals in Tanzania and others were done in few selected public and private to present entire population of that selected sector across the country for example MOHSW(2014), Leshabari(2008), Munga and Mbilinyi (2008) to mention a few.

This study focused on determining the effects of motivation on organizational performance at MHS Massana hospital.

1.3 General Objective

The general objective of this study was to assess the effects of motivation on organizational performance in private sector, a case study of MHS Massana Hospital in Kinondoni District, Dar-es Salaam.

1.3.1 Specific Objectives

- (i) To identify the type of motivation packages given to employees at MHS Massana Hospital.
- (ii) To determine the effects of motivation to the organizational performance.
- (iii) To examine the relationship between employees' motivation and organizational Performance.

1.4 Research Questions

This study strives to address the following questions:

- (i) What are the motivation packages given to employees at MHS Massana Hospital?

- (ii) What are the effects of motivation to organizational performance?
- (iii) Is there any relationship between employee motivation and organizational performance?

1.5 Significance of the Study

The study is significant in view of the following:

- (i) The study will help health workers, stakeholders and government to become aware on various types of motivation packages and their effects and how they influence employees' performance.
- (ii) The study will be useful to the management of MHS Massana to improve employee motivation packages for a better work performance.
- (iii) It will be used as a stepping stone for future researchers who will be interested to conduct further studies on the same similar topic.
- (iv) The study is significant as it is a partial requirement for an award of Master Degree in Human Resource Management.

1.6 Scope and Limitations of the Study

It was difficult to conduct the intended study in all hospitals in Dar-es Salaam, Tanzania; in that case, the study focused only at MHS Massana private Hospital due to the limited time and resources required in assessing the effects of motivation on organizational performance. Scope of this study was limited to staff of the MHS Massana Hospital in Kinondoni District, Dar-es salaam.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview of the Chapter

The objective of this study is to assess what others have done or contributed on this topic of motivation and organizational performance. It is divided into 6 sections. The next section after overview of chapter is definition of terms, followed by theoretical review in section 2.3, empirical literature review which is in section 2.4, followed by research gap in section 2.5, this section ended with section 2.6 that is conceptual frame work.

2.2 Definitions of Terms

2.2.1 Motivation

The term motive is usually explained as desires, needs, emotions or impulses that push someone to do something. It is derived from the Latin word meaning to move but it is comprehensively defined as that which energizes direct and sustains human behavior. It is a force that causes people to behave in a certain way. It is defined as a process of stimulating people to act to accomplish desired goals (Bajaj and Rao 2004)

2.2.2 Management

The term management originated from Italian word *maneggiare* means *handle*. It has been defined by various scholars and writers of organizational behavior as: the process of attainment of organizational goals in an efficient and effective manner through planning, organizing, leading and controlling organizational resources (Bajaj and Rao 2004). It is concerned with the accomplishment of objectives through the efforts of the people performing a certain functions.

2.2.3 An Organization

An organization is a social unit of people systematically structured and managed to meet a need or to pursue collective goals on a continuing basis. It involves determining and providing all resources that may be required in an enterprise in order to achieve its objectives (Mboma, 1997).

2.3 Theoretical Review

The motivational theory included in this study was linked to motivation to find out what the possible influence could be on those two constructs. The motivational theory that was relevant for this research work was the Herzberg motivation theory. Theory that evaluates one's-self and each other is two factor theory.

2.4 Two Factor Theory

Herzberg argued that two entirely separate sets of factors (motivational factors and maintenance factors) influence human behavior, one relates to the need to avoid pain and obtain the basic necessities of life, the other is the need to develop personal capabilities and potentials (Bennett, 1994). Needs priority, to a great extent characterizes the types of behavior. It will be either directed towards achieving certain desirable positive goals or conversely towards avoiding other undesirable negative consequences

(Prasad, 2000). Herzberg believed that an individual's relation to work is basic and that one's attitude toward work can very well determine success or failure (Robbins et al, 2009).

Herzberg from his study concluded that there are two sets of needs extrinsic factors; because they are considered outside the work being performed (hygiene factors) such

as interpersonal relations with supervisors, salary, security, working conditions, status and another set is intrinsic factors (motivational factors), they are real causes of job satisfaction as they primarily exist within the context of the work. It includes recognition, opportunity for growth, personal growth and increase responsibility (Jain and Saakshi, 2008). From this point of view, individuals may be classified into two parts; motivation seekers and maintenance seekers.

If we want to motivate people on their job, we should use Herzberg theory for remarkable outcomes. Two factor theory make a clear epitome on the effects of motivation on organizational performance in private sector, particularly at MHS Massana Hospital in Kinondoni District, Dar-es Salaam.

2.5 Empirical Literature Review

On this section, we review other studies done on this topic.

2.5.1 An Overview of Employee Motivation outside Tanzania

Daniel (2011) did a study on effects of motivation on staff performance in health service of Ghana. The researcher used both primary and secondary data and a sample of 3,000 staff was given questionnaires to fill in and interviewed. From the study, the researcher concluded that the low motivation among the clinical staff can be attributed to the low performance of the clinical staff. Management has to re assess the motivational strategies and packages by taking into consideration job advancement, job rotation, accommodation, recognition, promotion and cash rewards, efficient information flow to staff, efficient functioning of working equipment and maintain minimal supervision of staff since most staff give their best when they work on their own free will. Additional motivating factors for health

workers are good working conditions, good management support, good staff welfare and the like.

Ojukuku and Salami (2011) studied contextual influences on health workers motivations on performance at University of Ilori teaching hospital. Using cross sectional study, sample of 150 workers, was given questionnaire to fill in and the analysis was done by using tobit regression analysis. The study found that; non-monetary factors, for example, interpersonal relationship, quality of supervision, availability of tools and equipment to work with, managerial fairness, support for staff welfare and training, appear to play a significant role in affecting health workers satisfaction with their work. This study can be challenged since it was based much on extrinsic factors and ignored intrinsic factor. Monetary factors have impact on workers performance too.

Muogbo (2013) assessed the impact of employee motivation on organizational performance. The study was done in Nigeria by selecting 103 respondents. A descriptive statistics and content analysis was used to analyze the data. The study revealed that extrinsic motivation given to workers in an organization influence performance. The study recommended that all firms should adopt extrinsic reward to increase productivity. On the bases of these findings, employers continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain, and satisfy their employees. This study can be criticized, since the extrinsic reward, if not given to the workers equally, fairly, openly and in a transparent way, it can turn into de motivating factor and hence poor organizational performance.

Peter (2010) conducted a study on job satisfaction and motivation of health workers in public and private sectors. The objective of this study was to identify important aspects of health workers satisfaction. A cross sectional surveys of 1916 were conducted using standardized instrument to identify health workers satisfaction with key work factors related to motivation. The study found that whether it is private sector or public sector, there are common areas of health worker motivation that should be considered by managers and policy makers particularly the importance of non-financial motivators such as work environment and skill development opportunities. But managers need to focus on the importance of local conditions and manage incentives in a way that ensure health workers are motivated in their work. From this study, it can be concluded that, in order to get a clear picture the workers and how they behave on different motivation packages, it is better to expose them to both financial and non-financial motivators.

Shattuck et al (2008) did a study on motivation and retention of health workers in developing countries. Seven major motivational themes were identified; financial reward, carrier development, continuing education, hospital infrastructure, resource availability, hospital management and recognition. He concluded that financial incentives, carrier development and management issues are core factors. Nevertheless, financial incentives alone are not enough to motivate health workers; recognition is highly influential in health worker motivation.

Another study on motivation was done in Iran by Daneshkohan et al (2015) basing on factors affecting job motivation among health workers. The researchers came to realize that, the main motivating factors of health workers were; good management

supervisors and manager's support and working relationship with colleagues. On other hand, unfair treatment, poor management and lack of appreciation were the main de motivating factors.

The findings suggested that special attention should be given to some aspects such as management competencies, social support in the work place, treating employees fairly and performance management practice especially supervisor and performance appraisal should be taken into consideration for better employees motivation and performance.

Waheed (2013) conducted a study, which explains the effect of commitment and motivation on individual and how that contributes towards organization performance. He found that if employees perceive that their efforts are recognized by the organization they are likely to be motivated and this is likely to raise the level of commitment.

Linder (2010) ranked ten motivating factors in order of importance, starting with job security followed by sympathetic help with personal problem and personal loyalty. Other factors in the rank included employee interest in work, good working condition, tactful discipline, good wages and finally promotion and growth in the organization. The ranking of these factors may differ from one country to another or from on organization to another due to working environment, nature and behavior and attitude of workers toward the work, organizational policy on human resources, government policies and company objectives.

Farhanabanana (2013) conducted a study on the impact of employee motivation on work performance. He found that, motivational factors play an important role in

increasing employee job satisfaction. Motivated employees are a valuable asset who creates value for an organization in strengthening the business and revenue growth. Motivation is going to work if the right person with suitable skills is made responsible for the job.

2.5.2 Overview of Employees Motivation in Tanzania

Kwesigabo et al (2012) argue that the critical shortage of trained health staff is a major challenge facing health sector in Tanzania, aggravated by low motivation of the few available staff. MOHSW (2014) added, not all posted employees report. Other report and quit. For example, out of 4812 permit, which was, only 63% issued on prospective employees reported to their respective stations. Out of the reporting staff, 13% left for several reasons such as delays in being entered into the payroll and receiving salaries late. Other challenges facing health sector include poor transport and communication infrastructure, lack of effective staff supervision and shortage of drugs and medical equipment.

Munga and Mbilinyi (2008) did a study on non-financial incentives and retention of health workers in Tanzania. Using both primary and secondary data, they found that training and education, promotion and provision of safe working and living environments can be strong motivating factors if implemented in an effective and sustainable manner. They also pointed out the effect of poor implementation of available non-financial incentives. Non-financial and financial incentives should be applied together for the effectiveness of employees' performance and retention of workers.

Leshabari (2008) did a study on the motivation of health care workers in Tanzania. This was a cross sectional study involving a sample of 448 hospitals workers who were interviewed. Stratified sampling was used to randomly pick of doctors, nursing staff, auxiliary clinical workers and other administrative and supporting staff. From the findings, almost half of both doctors and nurses were not satisfied with their jobs. The contributory factors were low salary level, frequently unavailability of necessary equipment, lack of participation in decision making process and poor communication between workers and management. This study dealt with only extrinsic motivation and left behind intrinsic motivation.

From the studies above, employee to accept a post and remain at that post is related to meeting needs of job security, salary and so on. An organization can attract and retain personnel in their post through salaries, allowances and working conditions. When working conditions are not perceived to satisfactory by health workers, they are likely to find a way to compensate for this (Marjolein, 2003). However, worker motivation is not an attribute of the individual or the organization; rather, it results from interaction between worker and work environment (Franco et al 2004). At a minimum, organization expects employees to perform reliably the tasks assigned to them and at the standards set for them and to follow the rules that have been established to govern them.

2.6 Research Gap

The reviewed literatures have contributed much knowledge in understanding the situation of employees' motivation in Tanzania and outside Tanzania. From literatures reviewed it can be concluded that; intrinsic and extrinsic factors of

motivation have effects on workers job performance. This study is focused on its general objective that is to assess the effects of motivation on organizational performance particularly to health workers in private sector by identifying motivational packages offered to them and if those motivational packages have effects on organizational performance and if motivation and organizational performance has any relationship. Therefore the general overview of this study is to assess the effects of motivate on organizational performance taking MHS Massana Hospital in Kinondoni District as a case study.

2.7 Conceptual Framework

The conceptual framework described in this study clarifies ways in which employee motivation is influenced and how organizational performance in the private health facilities can positively affect employee motivation and vice versa basing on Herzberg motivation theory.

Owners of private health facilities can better facilitate organizational performance between workers and the organizations they work for, using hygiene factors and motivational factors.

Motivational factors are growth, advancement, work itself and achievement and hygiene factors include work condition, status, salary, supervision, company policy and administration. The combination of these two sets, improve workers motivation and it increases commitment, organizational revenue and productivity hence organizational performance will be seen. It is better to realize these factors for proper utilization of employees at work.

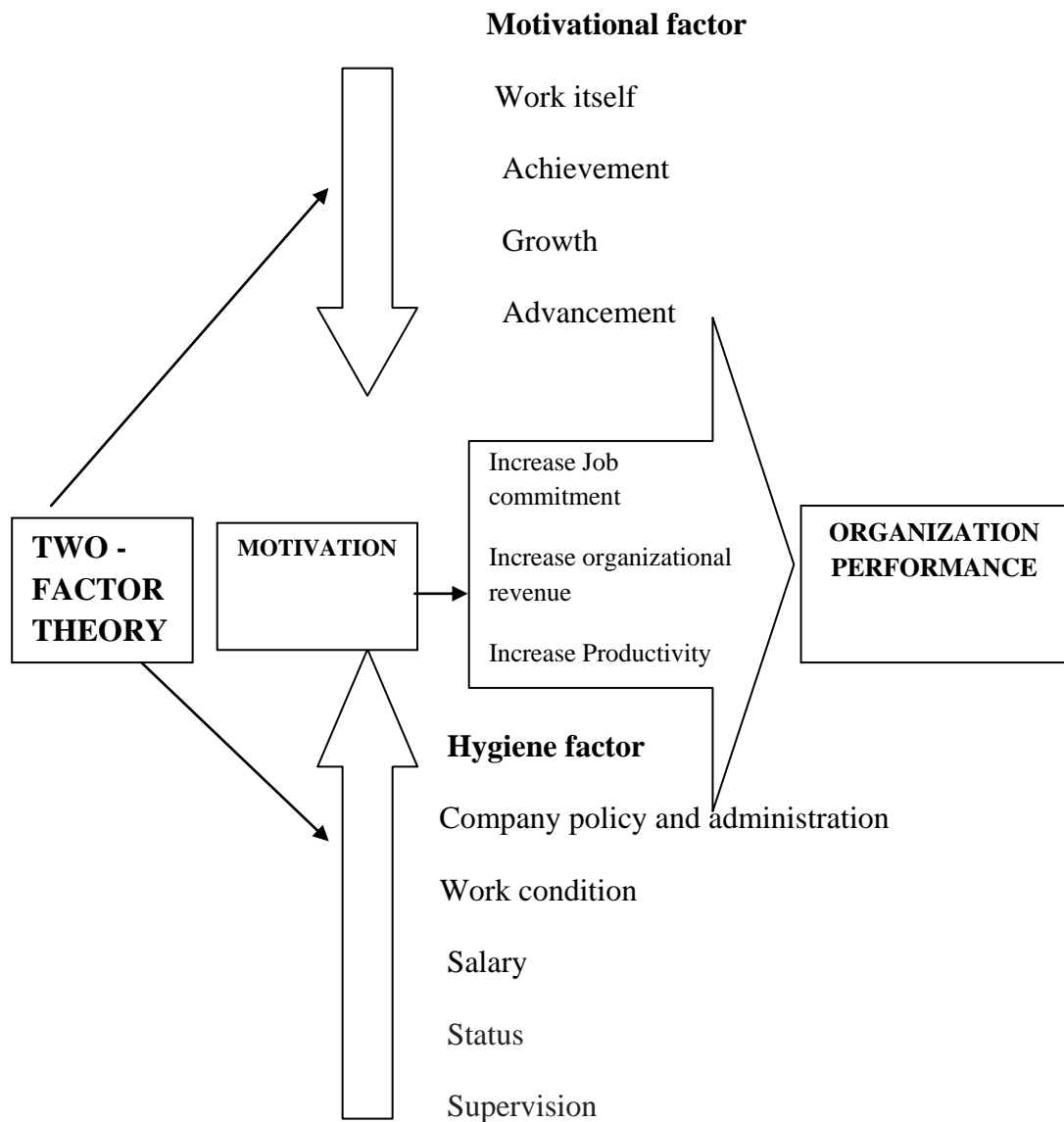


Figure 2.1: Conceptual Framework showing the Effects of Motivation on Organizational Performance

Source: Researcher 2016

CHAPTER THREE

METHODOLOGY

3.1 Overview of the Chapter

The objectives of this chapter are to describe the research methods and procedure in the whole of data collection. It is divided into 10 sections that is research philosophy, research design, study area, target population, sample size, methods of data collection, data analysis techniques, reliability, validity and ethical consideration.

3.1.1 Research Philosophy

Positivism is the adopted research philosophy. The choice between positivism and phenomenology approaches depend on research area, and the stance of the researcher in relation to the study. Positivism is of researcher's interest in this study because it adheres to the view that only factual knowledge gained through observation including measurement, is trustworthy.

3.2 Research Design

It is a detailed plan of work to be done to achieve the research objectives. The research design used in this study is the case study design. The study used a descriptive research design aimed to assess the effects of motivation on organizational performance in MHS Massana Hospital.

The purpose of using descriptive survey is to collect detailed and factual information that describe an existing phenomenon. Questionnaires and interviews were used on assessing the effects of motivation on organizational performance in health private sectors.

3.3 Study Area

The study was conducted in Kinondoni district at the premises of MHS Massana Hospital. The researcher selected MHS Massana Hospital because he was one of the employees of that health institution (MHS Massana Hospital) and hoped that his familiarity with the area of the study would help to simplify the task of collecting data.

Background of MHS Massana Hospital

MHS Massana Hospital was founded in 1995 by the late Professor R.S.M. Lema MD, MMED (O/G), FBRH. The Hospital has progressively continued to develop into a small modern teaching Hospital. The Hospital has continued to operate as the privately owned Hospital in Northern Kinondoni District. The Hospital is committed to provide preventive diagnostic and curative services. It has eight departments. These are administration, pharmacy, doctors, nurses, finance, ward attendant, reception and laboratory. All departments have skilled personnel making a total of 70 permanent staff and 20 part time staffs.

3.4 Target Population

MHS Massana hospital has the population of 90 employees that are the target population for this study. The sample of 63 employees was used to collect information on assessing the effect of motivation on organizational performance. Studying every member of the population would be difficult because of the time constraint; the researcher decided to employ the use of a study sample to represent the entire population.

Table 3.1: Summary of the Target Population

S/N	Departments	Number of employees in each department
1	Medical Department	13
2	Pharmacy Department	10
3	Nursing Department	26
4	Ward attendant	7
5	Laboratory Department	12
6	Finance Department	4
7	Reception Department	10
8	Administration Department	8
Total		90

Source: Researcher, 2016.

3.5 Sample Size

Sampling according to Kothari (2004) is defined as the selection of some parts of aggregate of the totality based on which a judgment or inference about the totality is made. Sampling units included some departments of the hospital, medical and non-medical staff. The study was intended for 63 respondents at MHS Massana Hospital. They were selected randomly by simple stratified sampling and purposive sampling. They were administered with the questionnaires for their kind response and interview. The departments in the strata included, Nursing, Finance, Reception, ward attendants, medical, pharmacy, laboratory department and administration.

3.6 Methods of Data Collection

The data gathering process involved the triangulation approach whereby the study used both primary and secondary sources of data. These aspects were discussed below.

3.6.1 Primary Data Collection

Primary data refers to data that is first hand, collected by the investigator for the first time from a specific research setting (Kothari 2004). The sources of primary data in this study included interviews and questionnaires. These aspects are clarified below.

(i) Interviews

According to Kothari (2004), the interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. Interview was used to collect opinions and learn about experiences of respondents on employees' motivation at MHS Massana Hospital. According to Yin (1994), interview is a method of choice when the investigator wishes to carry out an in-depth investigation from a small number of respondents. Interview enables the investigator to capture both verbal and non-verbal responses including the emotional expressions by respondents with regard to health workers' motivation. Interview also enables the direct assessment of employees' motivation being provided. In this study, interviews were conducted with head of departments of MHS Massana Hospital.

(ii) Questionnaire

According to Panneerselvam (2004) questionnaire consists of a set of a well-formulated questions to probe and obtain responses from respondents. In this study both open and close ended questionnaires was used. Questions related to motivational packages, factors motivating employees to perform their job better and questions related to relationship between employee motivation and organizational performance formulated to collect the required data. Questionnaire is a method of

choice when the investigator wishes to gather evidence from a large number of respondents. It makes the data collection cheaper and fast because the researcher distributes self-administered questionnaire to a large number of respondents.

3.6.2 Secondary Data

This is about the use of data collected and recorded by other people. It is a cheap source of data since the research uses the readymade data (Kothari, 2004). Secondary data collection involved the review of selected documentary sources with a view of addressing the research problem. Some of the documents reviewed were those with information on factors that motivate employees to perform better and those which show relationships between employee motivation and organizational performance; as follows,

1. MHS Massana Hospital Performance appraisal reports
2. MHS Massana Hospital semi quarter and annual departmental reports from finance and hr departments.

3.7 Data Analysis Techniques

Wilkinson and Bhandarkar as quoted by Kumar (2002) define the analysis of data as the act involving a number of closely related operations that are performed with the purpose of summarizing the collected information and organizing them in such a manner that they would yield answer to the research questions. Questionnaire data was edited, classified, coded and tabulated using descriptive statistics. This process involved the use of computer Statistical Package for Social Science (SPSS). Tables were used to present information on motivational packages, factors that increase

motivation on employees' performance and the relationships between motivation and performance. Mean, mode, median and Likert scale of 1 to 5, regression analysis were used to interpret the data obtained from research questions to measure if research objectives were achieved or not.

3.8 Validity and Reliability Analysis

A conclusion of any study can be affected by either a researcher's bias or subjective judgment in the data collection process (Yin, 1994). The researcher must provide supporting evidence that a measuring instrument does in fact measure what it supposed to measure. Interviewing a single respondent at a time and carrying on discussions with the respondent was a way of maintaining validity. On the other hand, data collection was done by only one person for the purpose of owning and controlling the questionnaire administration and it was conducted in the form of an interview. But prior to the main survey, a pilot study of 15 respondents was done, and the questions were modified. Validity test usually determines whether the research truly measures what it was intended to measure in the study population (Saunders *et al*, 2007). The closer the Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale (Grayson, 2004).

The consistency of study results over time and the accurate representation the whole population in measuring what it intended to measure given the available information. Reliability test is reliable if it is consistent over time and within itself. Cronbach's alpha (α) was used to measure internal consistency as suggested by Nunnally (1967). According to Nunnally, a cut-off of 0.7 Cronbach's alpha (α) test scale is a good scale. Moreover, Miller *et al.*, (2002) confirm that Cronbach's alpha (α) should be at

least 0.70 or higher to retain variables in adequate scale. Table 3.2 presents the reliability test coefficients whereas financial (such as salary, bonus, allowances); work environment (company policy, administration, work condition, supervision) and individual (work itself, achievement, growth) have higher values greater than 0.71 indicating that the reliability is excellent at the level of the best standardized tests. Therefore both variables indicate a strong internal consistency of instruments used in data collection.

Table 3.2: Reliability Analysis

Dimensions	Mean	Standard Deviation	Cronbach's Alpha	No of Items
Financial	3.28	0.923	0.785	9
Work environment	3.35	0.882	0.735	4
Individual factors	3.11	0.488	0.725	5

3.9 Ethical Consideration

As far as research ethics is concerned, the researcher of this study had obtained a letter from the office of the Director of post graduate studies of the Open University of Tanzania. This facilitated the smooth conduct of this study. The researcher clearly explained the purpose of the study to MHS Massana Hospital officials and employees. He clarified on the research problem, purpose of the study, the short term and long term benefits to their participation in this study. Privacy and confidentiality of information collected were highly maintained.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Overview of the Chapter

This chapter presents, interprets and discusses primary data obtained from the field and secondary data obtained from written documents relating to the study. Analysis and presentation of data is revolved around three specific objectives and all the significant information collected from other sources including MHS Massana semi quarter and annual reports from Human resource and Finance departments were used.

4.1.1 Demographic Information of the Respondents

In any research which deals with individuals, knowing the characteristics of respondents is very important and it play a significant role for the researcher to know the kind of people he is dealing up with. Apart from knowing the number of departments at MHS Massana Hospital, in this study a set of personal characteristics namely; sex, age, education level, marital status and job experience of the respondents were determined. Marital status and job experience are utmost signifying in determining workers' responsibilities that would consequently impinge on their need for higher pay and friendly working conditions.

4.1.2 Distribution of Respondents by Age

In this study age was determined as one of the criteria for the employability at any organization. The study findings presented below indicates that a good number of workers at MHS Massana Hospital are below 30 years of age at 49.2% , 22 % were aged between 31-40 years, 19.3 % were aged between 41-50 years while very few,

9.5 percent were above 51 years. On overage, employees of MHS Massana hospital are below 30 years of age. This means that since the hospital have the health training college, majority of students with good performance tend to be retained for jobs. Another reason is that the hospital wants to employ youth who are flexible work force with little excuse from the duty compared to the older ones.

4.1.3 Sex of the Respondents

The sex of respondents is presented in Percentage. It can be observed that the majority of workers at MHS Massana Hospital are female at 52 % and 48 % are male. This is obvious that the majority of workers are female who are historically believed to pursue nursing courses compared to the male ones.

4.1.4 Marital Status of the Respondents

The marital status of MHS Massana workers are presented in Table 4.1 below. It shows that employees at MHS Massana are in three groups that are single, married and separated.

Table 4.1 Marital Status of the Respondents

Marital status	Frequency	Percentages
Single	34	54
Married	25	40
Separated	4	6
Total	63	100

Source: Field data, 2016

4.1.5 Level of Education of the Respondents

Employees at MHS Massana have different levels of education including certificate, diploma, degree and above degree level as Table 4.2 shows below .This data trend

means that the organization is keen to recruit qualified personnel who would work at optimum standards to keep the organizational reputation.

Table 4.2: Level of Education of the Respondent

Level of education	Frequency	Percentage
Below secondary level	1	02
Certificate level	11	18
Diploma level	23	37
Degree level	20	32
Above degree level	7	11
Total	63	100

Source: Field data, 2016

4.1.6 Departments of the Respondents

MHS Massana hospital has eight departments. Distribution of respondents in the departments is depicted in the Table 4.3 below.

Table 4.3: Departments of the Respondents

Departments	Frequency	Percentage
Nursing Department	30	47
Medical Department	8	13
Laboratory Department	6	10
Reception Department	6	10
Finance Department	3	5
Pharmacy Department	5	8
Ward attendants Dept	2	3
Administration Department	3	4
Total	63	100

Source: Field data, 2016

4.1.7 Job Experience of the Respondents

The researcher wanted to determine the job experiences of the respondents as Table 4.4 shows below. It shows that, the organization has experienced personnel and it has good retention mechanism.

Table 4.4: Job Experiences of Respondent

Years of Work Experience	Frequency	Percentage
Less than a year	9	14
One year	12	19
Two years	20	32
More than two years	22	35
Total	63	100

Source: Field data, 2016

4.2 Motivation Packages Given to Employees at MHS Massana Hospital.

The question was asked if the organization treats the employee well. Response where in five Likert scale (1 to 5), the mean response is 3, the mode is 3 and median is 3. Mean, mode and median where at 3 (41.3%) meaning that the respondents are neutral satisfied that organization treats them well.

The researcher wanted to know whether employees are paid on time. The mean, mode and median were calculated based on five point Likert scale (1 to 5). The mean response is 2.79, the mode response is 3 and the median response is 3. This shows that they are neutral satisfied with time for salary pay. Salary being considered as maintenance factor by Herzberg was not practiced well to avoid employees pain in

their working environment, this situation automatically will result into poor performance of the organization.

Also the question was asked to know whether there is a good motivation at MHS Massana hospital. Using Likert scale 1 to 5, mean response is 3.46, mode of response is 3 and the median of response is 3.

The most common response (34.9%) are neutral satisfied and 31.7% of the respondents agreed that management is interesting in motivating employees at work place. 46% of the respondents agree that they feel loyal, safe, valued and taken care off by management against 27% who disagreed. These are some of maintenance factors that are used to avoid pain among employees and they use these factors to obtain the basic necessities of life.

The question was asked whether they are satisfied with incentives given from MHS Massana hospital. Likert scale of five point scale 1 to 5 is used, the mean response of 2.8, the most common response of 2 (at 28.6% disagree) and the median of 3 determined that employees are less satisfied with incentives given. Management should offer varieties of incentives to employees which will motivate and satisfied them at work place.

The types of motivation packages given to employees at MHS Massana Hospital are arranged and ranked 1 to 10 in ascending order after calculating mean score of each motivational package. See Table 4.5

Table 4:5: Summary of Motivational Packages Available at MHS Massana Hospital

S/N	Motivational packages	Mean score
1.	Salary	3.32
2.	Overtime	3.29
3.	Responsibility allowance	3.26
4.	Promotion	3.23
5.	Medical allowance	3.22
6.	Training	3.18
7.	Paid leave	3.17
8.	Bonus	3.16
9.	House allowance	3.14
10.	Hospital loan	2.02

Source: Researcher, 2016

Medical allowance, house allowance and hospital loan, this comes from company policy and administration including salary. These are termed as hygiene factor or maintenance factor. They are environment related factors; they must be viewed as preventive measures that remove sources of dissatisfaction from the environment. Responsibility allowance, promotion, training, overtime and paid leave are motivational factors; they are related to the content of the job. They make people satisfy with their job. Motivators are necessary to keep job satisfaction and job performance high.

4.2.1 Level of Employees' Satisfaction with Salary

The levels of employees' satisfaction with salaries are presented in Table 4.6 below. The responses were in a five point Likert scale whereby mean response is 3.16, the most common response is 2 (less satisfied) and the median response is 3 (neutral).

Most of employees at MHS Massana hospital are not satisfied with existing salary, this imply that the current salary structure is not considered as motivation tool.

Table 4.6: Level of employees' satisfaction with salary

Employees' satisfaction with salary	Frequency	Percentage
Not Satisfied	4	6.3
Less Satisfied	24	38.1
Neutral	5	7.9
Satisfied	18	28.6
Very Satisfied	12	19.1
Total	63	100

Source: Field data, 2016

4.2.2 Level of Employees' Satisfaction with Medical Allowances

The levels of employees' satisfaction with medical allowance are presented in Table 4.7 below. Using likert scale response 1 to 5, mean response is 3.26, mode response is 2 and median response is 3. Medical allowance dissatisfies employees to perform their job better.

Table 4.7: Level of Employees' Satisfaction with Medical Allowances

Employees' satisfaction with medical	Frequency	Percentage
Not Satisfied	4	6.3
Less Satisfied	22	34.9
Neutral	8	12.7
Satisfied	12	19.0
Very Satisfied	17	27.1
Total	63	100

Source: Field data, 2016

4.2.3 Level of Employees' Satisfaction with Paid Leave

There were various responses concerning the satisfaction of employees with paid leave. The response where in a five point likert scale (1 to 5). The mean response is 3.14, the mode response is 2 at 35% who are less satisfied and median is 3 meaning neutral. This indicates that respondents are not satisfied with paid leave. See Table 4.8.

Table 4.8: Level of Employees' Satisfaction with Paid Leave

Employees' satisfaction with paid leave	Frequency	Percentage
Not Satisfied	5	8
Less Satisfied	22	35
Neutral	7	11
Satisfied	17	27
Very Satisfied	12	19
Total	63	100

Source: Field data, 2016

4.2.4 Level of Employees' Satisfaction with Hospital Loan

There were various responses concerning the satisfaction of employees with hospital loan. Response was in a Likert scale 1 to 5 interpreting the findings. Mean response is 2.02, the mode response is 2 and the median response is 2. Employees are less satisfied with hospital loan. See Table 4.9

Table 4.9: Level of Employees' Satisfaction with Hospital Loan

Employees' satisfaction with Hosp. loan	Frequency	Percentage
Not Satisfied	6	9.5
Less Satisfied	22	34.9
Neutral	7	11.2
Satisfied	21	33.3
Very Satisfied	7	11.1
Total	63	100

Source: Field data, 2016

4.2.5 Level of Employees' Satisfaction with Housing Allowance

There were various responses concerning the level of satisfaction of employees with housing allowance. Likert scale of five points 1 to 5 are used to analyze this question, the mean response is 3.23, the mode response is 2 and the median response is 3. See Table 4.10.

Table 4.10: Level of Employees' Satisfaction with Housing Allowance

Employees' satisfaction with H /allowance	Frequency	Percentage
Not Satisfied	4	6.3
Less Satisfied	23	36.5
Neutral	7	11.2
Satisfied	13	20.6
Very Satisfied	16	25.4
Total	63	100

Source: Field data, 2016

4.2.6 Level of Employees' Satisfaction with Overtime

There were various responses concerning the level of satisfaction of employees with overtime. The response of respondents on this question is in five points Likert scale of 1 to 5.

The mean is 3.22, the most common response is 2 and the median response is 3. The respondents are less satisfied with overtime given to them. See Table 4.11. Apart of being considered by management as a motivational package, overtime should be given to all employees who exceed normal hour of work as per labor law, Employment and Labor Relation Act of 2004.

Table 4.11: Level of Employees' Satisfaction with Overtime

Employees' satisfaction with Overtime	Frequency	Percentage
Not Satisfied	2	3.2
Less Satisfied	24	38.1
Neutral	8	12.7
Satisfied	16	25.4
Very Satisfied	13	20.6
Total	63	100

Source: Field data, 2016

4.2.7 Level of Employees' Satisfaction with Responsibility Allowances

There were various responses concerning the level of satisfaction on responsibility allowance. Response of this question where in a five point Likert scale of 1 to 5. The most common response is 2, the mean response is 3.17 and the median response is 3. See Table 4.12.

Table 4.12: Level of Employees' Satisfaction with Responsibility Allowances

Employees' Satisfaction	Frequency	Percentage
Not Satisfied	5	7.9
Less Satisfied	23	36.5
Neutral	4	6.4
Satisfied	18	28.6
Very Satisfied	13	20.6
Total	63	100

Source: Field data, **2016.**

4.2.8 Level of Employees' Satisfaction with Bonus

There were various responses concerning the satisfaction of employees with bonus they get at MHS Massana Hospital. The response where in a Likert scale of 1 to 5 where the most common response is 2, the mean response is 3.29 and the median response is 3. Employees are less satisfied with bonus given, therefore management should review bonus offered to employees and adjust accordingly to suit the current situation. See Table 4.13.

Table 4.13: Level of Employees' Satisfaction with Bonus

Employees' satisfaction with bonus	Frequency	Percentage
Not Satisfied	3	5
Less Satisfied	23	36
Neutral	7	11
Satisfied	13	21
Very Satisfied	17	27
Total	63	100

Source: Field data, 2016

4.2.9 Level of Employees' Satisfaction with Promotion

There are various responses concerning the level of employee satisfaction with promotion. The Likert scale of five points 1 to 5 is used. The most common response is 2 the median response is 4 and the mean response is 3.32. Respondents are less satisfied with promotion opportunities. See Table 4.14.

At MHS Massana 58.7% agreed that hard working, experience and education are determinant factors for employees' promotion against 28.6% who disagreed.

Table 4.14: Level of Employees' Satisfaction with Promotion

Employees' satisfaction with promotion	Frequency	Percentage
Not Satisfied	4	6
Less Satisfied	22	35
Neutral	3	5
Satisfied	18	29
Very Satisfied	16	25
Total	63	100

Source: Field data, 2016

4.2.10 Level of Employees' Satisfaction with Training

There are various responses concerning the level of employee satisfaction with training. Likert scale of five points is used to interpret the findings obtained from the field. With mean score of 3.18, median of respondent is 3 and mode of respondents is 2. This shows that, employees are less satisfied with training. Management of the hospital should offer training to their employees. See Table 4.15

Table 4.15: Level of Employees' Satisfaction with Training

Employees' satisfaction with training	Frequency	Percentage
Not Satisfied	5	8
Less Satisfied	22	35
Neutral	4	6
Satisfied	21	33
Very Satisfied	11	18
Total	63	100

Source: Field data, 2016

Motivational factors and hygiene factors as it was suggested by Herzberg, it is not properly implemented at Massana. Generally, it will be difficult to have good

outcome because employees are less satisfied with motivation packages given to them. Management of the hospital should reconsider, restructure or offer other alternatives motivational packages to employees' so that they can raise their level of satisfaction.

4.3 MHS Massana Quarterly Reports from Finance and HR Departments

4.3.1 Finance Department

From finance department, financial reports of October 2015 up to June 2016, the number of patients who visited the hospital both cash and bill patients were fluctuating every month. When asked why there is fluctuation, they said that, *“it was because of punishment obtained from NHIF which dropped us from district hospital to dispensary level”*. See Table 4.16 showing the number of patients visiting the hospital from October 2015 to June 2016.

Table 4.16 Accounts Department Report Quarterly on Patients visited the Hospital

Sponsor	15- Oct	15- Nov	15- Dec	16- Jan	16- Feb	16- Mar	16- Apr	16- May	16- Jun
Cash	3176	2865	2850	2040	2110	3080	2967	2086	2091
1st Track	5	3	0	0	0	0	0	0	0
Jubilee	118	112	97	120	141	152	175	162	158
Metropolitan	35	49	43	23	28	21	15	25	18
NHIF	2698	2598	2179	2500	2583	2425	2576	2638	2608
STAFF	34	34	41	36	52	36	43	55	42
TANESCO	5	2	0	0	0	0	0	0	0
TRA	42	27	18	26	20	30	14	21	12
STUDENTS	17	35	35	96	95	78	47	128	104
STRATEGIES	164	161	194	171	169	154	152	140	156
TOTAL	6294	5886	5457	5012	5251	5976	5989	5255	5189

Source: Field data, 2016

MHS Massana hospital was punished by National Health Insurance Fund (NHIF) and was dropped from district to dispensary level on September 2015 to February 2016.

From Table 4.16 above, it can be seen that the numbers of patients were decreasing, for example cash patients decreased from 3176 patients in October 2015 to 2040 patients in January 2016. February and March the number of patients were increasing April number of patients dropped and June were increasing. First track dropped from 5 patients to 0, Jubilee dropped from 175 patients to 97 patients, Metropolitan from 49 patients to 15 patients, NHIF number of patients dropped from 2698 patients in October to 2179 patients in December and started to raise up again in January. TANESCO dropped from 5 patients to 0, TRA the number decreased from 42 patients to 12 numbers of patients. STRATEGIES dropped from 171 patients to 140 patients. Generally, in total the number of patients decreased from 6294 numbers of patients in October 2015 to 5012 patients in January 2016 and from there it fluctuated and never reached again to 6294 total patients of October 2015. The organization performance was fluctuating because of poor and insufficient motivational packages offered to employees. See Table 4.17.

Table 4.17: Total number of Patients per Month visiting MHS Massana Hospital

Month	No. of patients visiting hospital per month	Percentage
October 2015	6294	12.5
November 2015	5886	11.7
December 2015	5457	10.8
January 2016	5012	10.1
February 2016	5251	10.5
March 2016	5976	11.8
April 2016	5989	11.9
May 2016	5255	10.4
June 2016	5189	10.3
Total	50309	100

Source: Field data, 2016.

4.3.2 Human Resource Department

Table 4.18 presents the summary of human resources from human resources department for the year ending December 2015.

Table 4.18: Summary of Annual Report from HR Department for 2015

S/N	Item	Number of employees
1.	Retired	0
2.	Promotion	7
3.	Training (off job training)	1
4.	Salary increment	0
5.	Disciplinary action	3
6.	Termination	3
7.	Voluntary termination	10
8.	Upgraded	5
9.	Best employees (at work)	15
10.	Best department (on performance)	2

Source: Field data, 2016

From Table 4.18 it can be seen that, no employee retired for the past twelve months, promotion was done to 7 employees as compared to the total number of employees available at the hospital. Off job training was done to only one employee, no salary increments, disciplinary action was taken to 3 employees and were fired, 10 employees left the job, 5 employees upgraded their education, best department in terms of performance were 2 that is laboratory and pharmacy. 10 employees left the job, and the best employees on job performance coming from different departments

were 15 but only 7 were promoted and no salary increment. The hospital Management should consider these factors as the cause of employees' poor performance since they de motivate employees on job performance.

4.3.3 Employees Total Performance Score

Employees total performance scores this were obtained from employees' performance appraisal. Likert scale 1 to 5 was used. 1 it means very poor, 2 it means poor, 3 it means average, 4 it means good and 5 very good.

Table 4.19: Employees Total Performance Score

	Frequency	Percent
Very poor	10	15.9
Poor	13	20.6
Average	20	31.7
Good	12	19.1
Very good	8	12.7
Total	63	100.00

Source: Field data, 2016

From those findings above, it shows that 31.7% of the respondents are performing on average bases against 12.7% of employees who are performing well. See table 4.19. Employees to perform at average level for a big hospital like Massana, it is not a good sign. Immediate measures should be taken to rescue the situation by providing attractive and competitive motivational packages that will stimulate employees' performance.

4.4 Relationship Between Employee Motivation Packages and Organizational Performance

The respondents were asked to state if there is relationship between the motivation packages and organizational performance. The response was in a five point Likert scale (1 to 5). Most common response is 4 at 34.9% respondent who agreed that there is a relationship between motivation and job commitment. See Table 4.20. Employees' commitments depend on level of motivational packages given to them and failure to offer tangible and sufficient motivational packages the organization will perform poor. Provide motivational packages as per management goals.

Table 4.20: Motivation Packages Enhance Job Commitment

Motivation Packages Enhance Job Commitment	Frequency	Percentages
Strongly disagree	6	9.5
Disagree	10	15.9
Neutral	11	17.5
Agree	22	34.9
Strongly agree	14	22.2
Total	63	100

Source: Field data, 2016

The question was asked whether motivational packages enhance productivity. The response was in a five Likert scale (1 to 5). The most common response is 4 at 31.7% who agreed that motivational packages enhance organization productivity. See Table 4.21 below.

Table 4.21: Motivational Packages Enhance Organizational Productivity

Motivation Packages Enhance Org. Productivity	Frequency	Percentages
Strongly disagree	7	11.5
Disagree	15	24.1
Neutral	8	12
Agree	20	31.7
Strongly agree	13	20.7
Total	63	100

Source: Field data, 2016

The question was asked to know whether motivational packages increase organizational revenue. The mean, median and mode are used to interpret the findings obtained from this question, where by the mean response is 3.4, the median response is 4 and the mode response is 4. A good number of respondents agreed that motivational packages increase organization performance. See Table 4.22. As the findings indicates, motivational packages as a great effect on organization performance.

Table 4.22: Motivation Packages Increase Organization Revenue

Motivation Packages Increase Org. Revenue	Frequency	Percentages
Strongly disagree	4	6.4
Disagree	10	15.9
Neutral	16	25.4
Agree	20	31.7
Strongly agree	13	20.6
Total	63	100

Source: Field study, 2016

Motivation contributes to organization performance, it increases the rate of job retention, organizational productivity and it increases organization reputation. See Table 4.23.

Table 4.23: Employee Motivation Contributes to the Organizational Performance

Employee Motivation Contributes to Org. Performance	Frequency	Percentage
Increase job retention	27	42.9
Increase organizational productivity	28	44.4
Increase organizational reputation	8	12.7
Total	63	100

Source: Field data, 2016

When asked to state the most considered motivation factors that make them to perform optimally, a good number of respondents 65% were mentioned the salary increase per each fiscal year motivate them on work performance while 35% mentioned promotion. Both hygiene factor and motivational factors are needed for employees to perform at work place. Workers consider salary increase and promotion as the most valued factors that motivate them to perform their job.

To measure the relationship between employees' motivation and performance, the study used the level of satisfaction of employees' motivation packages against total performance of employees. Data were analyzed using the and regression analysis by the support of SPSS package. The results are summarized on the tables below.

Test of Autocorrelation Assumption

Table 4.24a: Results of Autocorrelation Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.788 ^a	0.620	0.615	0.74239	1.51

Predictors: (Constant), Bonus, Training, Overtime, Medical allowance,

Responsibility allowance, Salary, Promotion, Hospital loan, Paid

leave and House allowance

Dependent Variable: Total performance

Table 4.24a shows the results of the test of independence of observations. It is assumed that the errors associated with one observation are not correlated with the errors of any other observation cover several different situations. Errors are residuals or difference between the actual score for a case and the score estimated using the regression equation. No serial correlation implies that the size of the residual for one case has no impact on the size of the residual for the next case. Durbin Watson statistic was used to test the presence of serial correlation among the residuals. The value of the Durbin Watson statistic ranges from 0 to 4 as a general rule of thumb, the residuals are not correlated if the Durbin Watson statistic was 1.51 and an acceptable range is 1.5 to 2.50.

The findings imply that there is no serial correlation of errors and therefore the model was correctly specified.

4.5 Data Analysis

4.5.1 Factors that Increase Motivation on employees' performance

Multiple regression model was used to determine the existence of correlation between independent variables and employees' performance. Regression (multivariate) analysis was run to assess the influence of independent variables on dependent variable. Mathematically the model is represented as:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + e$$

Where

Y is the Employees Performance

β 's are coefficients to be estimated

β_0 is constant coefficient (intercept of the equation)

X_1 = training

X_2 = bonus

X_3 = medical allowance

X_4 = housing allowance

X_5 = paid Leave

X_6 = salary

X_7 = overtime

X_8 = promotion

X_9 = responsibility Allowances

X_{10} =hospital Loan

e is random error.

From the equation, it can be observed that the six most independent variables which contribute to dependent variables are X_1 , X_3 , X_5 , X_6 , X_7 , X_8 . From this equation it can

be observed that training, medical allowance, paid leave, salary, overtime and promotion are most motivating factors that influence performance.

4.5.2 Analysis of Factors Influencing Employees' Performance

Factors influencing employees' performance were estimated to determine statistical significance of those factors. In order to determine significant factors that influence employees' performance, a multiple regression model was adopted. Multiple regression model accommodated employees' performance to represent the dependent variable. The explanatory variables that were accommodated in multiple linear regression model included; Training, bonus, Medical allowance, Housing allowance, Paid Leave, Salary, Overtime, Promotion, Responsibility Allowances, Hospital Loan.

4.5.3 Results of the Multiple Linear Regression Model

The linear regression model was used to determine the effects of explanatory variables on factors influencing employees' performance in the study area. The model summary in Table 4.2.4 below shows that the independent variables fit well in the regression model in that R square was 0.836. This means that the fit explains 83.6% of the total factors influencing employees' performance are explained by the tested factors. The R square and adjusted R square of 0.836 and 0.801 respectively shows that there is correlation between employees' and explanatory variables.

Table 4.24b Model Summary for Factors Influencing Organization Performance

Model	R	R Square	Adjusted R Square	SE
	0.915	0.836	0.801	0.504

ANOVA results of the model, with F value of 23.700 estimated at 11 and 51 degrees of freedom and a standard error of 0.504, gave a p value of 0.000 (Table 4.25). This implies that at a significance level of 5% the explanatory variables are statistically significant in explaining the organization performance.

Table 4.25: ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	66.141	11	6.013	23.700	0.000
Residual	12.939	51	0.254		
Total	79.079	62			

Table 4.25 summarizes the factors that influence organization performance in the study area. As indicated in Table above some explanatory variables influence organization performance significantly. Of the ten independent variables used in the model six of the variables are significant at 5% significance level.

4.5.4 Analysis of Factors Influencing Employees' Performance

Factors influencing employees' performance were estimated to determine statistical significance of those factors. In order to determine significant factors that influence employees' performance, a multiple regression model was adopted. Multiple regression model accommodated employees' performance to represent the dependent variable. The explanatory variables that were accommodated in multiple linear regression model included; Training, bonus, Medical allowance, Housing allowance, Paid Leave, Salary, Overtime, Promotion, Responsibility Allowances, Hospital Loan.

4.5.5 Results of the Multiple Linear Regression Model

The linear regression model was used to determine the effects of explanatory variables on factors influencing employees' performance in the study area. The model summary in Table 4.2.4 shows that the independent variables fit well in the regression model in that R square was 0.836. This means that the fit explains 83.6% of the total factors influencing employees' performance are explained by the tested factors. The R square and adjusted R square of 0.836 and 0.801 respectively shows that there is correlation between motivation and explanatory variables.

Table 4.26: Multiple Regression Results Factors Influencing Employees' Performance

Variables	Unstandardized β Coefficient	Std. Error	Standardized β – Coefficient	T	Sign
Promotion	0.128	0.152	0.129	0.841	0.040
Salary	0.193	0.155	0.193	1.243	0.027
Medical allowance	0.031	0.005	0.011	5.878	0.000
Paid leave	0.000	0.000	0.117	2.067	0.041
Overtime	0.194	0.079	0.185	2.442	0.016
Training	-0.011	0.005	-0.117	-1.983	0.050
Responsibility	0.137	0.143	0.162	0.960	0.341
allowances					
Bonus	-0.007	0.057	-0.007	-0.124	0.902
Housing allowance	-0.304	0.159	-0.308	-1.915	0.058
Hospital loan	0.064	0.158	0.070	0.407	0.686
(Constant)	1.177	0.190		6.200	0.000

From the table above medical allowance, training, responsibility allowance, salary, overtime and promotion are significant and bonus, housing allowance, paid leave and hospital loan are not significant. This study finding goes with Herzberg motivation

theory which insists on hygiene factors and motivational factors. Hygiene factors include salary, housing allowance, hospital loan and medical allowance and motivational factors include overtime, promotion, paid leave, bonus, training and responsibility allowance.

4.5.5.1 Salary

According to regression results employees' performance in different organization activities is positively and significantly influenced by the salary paid to employees ($\beta = 0.193$, $p < 0.05$). The explanation behind this relationship is that as the salary increases also working efficiency increases resulting to improving employees' performance in different organization activities. The results are consistent with that of Kwesigabo *et al.*, (2012).

4.5.5.2 Overtime

Overtime influences employees' performance positively and significantly ($\beta = 0.194$, $p < 0.05$). An explanation behind the observed relationship is that as overtime payment maintained then employees' performance in different organization activities increases automatically. During survey it was discovered that the employees are much concerned with overtime payment because they are not paid in time. The result affirms with that of Leshabari (2008).

4.5.5.3 Responsibility Allowance

The linear regression results further indicate positive and significant relationship between employees' performance and responsibility allowance ($\beta = 0.137$, $p < 0.05$) which is consistent with prior expectation. The relationship implies that, maintaining

responsibility allowance increases employees' performance in different organization's activities.

4.5.5.4 Promotion

Findings also revealed that promotion influence employees' performance positively and significantly ($\beta=0.128$, $p<0.05$) and it is consistent with prior expectation. A possible explanation is that as promotion delayed for consecutive years then decrease morale, trust and efficiency on different organization activities resulted to health sector inequality. During survey it was found that most employees live in trust when they assured their promotion in time without bureaucracy in the study area. The results are consistent with that of Beer *et al.* (1984), Linder (2010) and Farhanabanana (2013).

4.5.5.5 Medical Allowances

On the other medical allowances to employees is positive and significant ($\beta=0.031$, $p<0.05$) on the performance of different organization activities. This implies that an increase in the provision of medical allowances would results into an increases employees' performance over time. Employees who did not attain medical allowances are likely to have low performance compared to those who attain medical allowances as they will be assured for the health of their families. This affirms findings of Marjolein *et al.* (2003) and Franco *et al.* (2004).

4.5.5.6 Training

The results in table 4.26 suggest that employees' performance is significantly influenced by training which is consistent with the priori expectations. The results shows that training to be negative and significant ($\beta=-0.011$, $p<0.05$). This implies

that as training decreases employees' performance in different organization's activities decreases. An explanation behind the observed relationship is that for the employee that attains trainings have high performance and vice versa is true. The results are consistent with that of Munga and Mbilinyi (2008).

4.6 Discussion of Findings

4.6.1 Motivation Packages Given to Employees at MHS Massana Hospital

Motivational packages given are salary, medical allowance, house allowance, bonus overtime responsibility allowance and others as it is discussed previously. The question was asked whether salary is paid on time. A good number of respondents that is 49 % were neutral on this question. Salary is maintenance factor according to Herzberg theory, it satisfy lower level needs. Management of the hospital should make sure that employees are paid on time to avoid disturbances that might be caused by delay of salary payment since the employees depends on salaries to settle their bills. Interviewed respondents added that, *"Salary is not paid on time, no salary increment for a quite long period of time and the salary is very low compared to other health organizations"*. Likewise, when asked whether they get any incentives, 31.7 % agreed (majority of respondents). Salary is hygiene factor. Peter (2010) commented, managers need to focus on the importance of local conditions and manage incentives in a way that ensure health workers are motivated in their work. AMREF (2012) supported that, 64% of those interviewed explained that low salary and allowances are very important factors in leaving their job. Leshabari (2008) observed that, 73.3% of health workers were not happy with their job pointed out low salaries was the cause. Leshabari added that good pay which was ranked number 2 out of 9 by respondents from his study was a job factors motivating employees

performance to attain the target. Chandrasekar (2011) added, 56% of the interviewed health workers stated that salary increase was motivating factor to them. This was also supported by Khim (2016) who concluded his study that, improving job motivation require fixing payment mechanism and increase the size of incentives. 80% of Private Health Workers (PHWS) in this study reported that their basic income was not adequate for a decent living and many of them resorted to other livelihood including dual practices to supplement their formal income. Muogbo (2013) emphasized, employers continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain, and satisfy their employees. Above findings from different studies supported our findings that, low salary, time for salary pay and lack of incentives are important factor for employees to perform poor. Employees interviewed at MHS Massana hospital agreed that *“Without motivation to workers the company cannot achieve good results”*.

4.6.2 Factors Motivating Employees for Better Performance of the Jobs at

MHS Massana Hospital

Motivation packages available to the hospital are ranked by respondents from 1 to 10. The top six most motivating factors are 1 salary, 2 overtime, 3 responsibility allowance, 4 promotion, 5 medical allowance and 6 training. Marjolein (2003) ranked motivating factors starting with financial number 1, carrier development ranked number 2, bonus ranked number 3, allowances ranked 4 and continuing education ranked number 5 are the most motivating factors which retain health workers in developing countries. Maestad (2006) found that when employees feel their personal needs are met at their workplace they find fulfillment through performance of their duties. The study also put it that through effective motivation

workers become productive and the company can achieve its optimum production and reach its desired level of service delivery.

Intensive supervision yields good employees' performance. Majority of respondents 28.6 % agreed that intensive supervision yield good performance against 20.6% who disagreed. Daneshkohan (2015) from his study found that, the main motivating factors of health workers were; good management supervisors and manager's support and working relationship with colleagues. Ojukuku and Salami (2011) added, non monetary factors such as interpersonal relationship, quality of supervision, availability of tools and equipment to work with, managerial fairness, support for staff welfare and training appear to play a significant role. Intensive supervision without these mentioned above will be nothing.

This study supports our finding that supervision to workers is very important and will yield good result if accompanied with other factors as stipulated above by Ojukuku and Salami. Workers believe on supervision for them to perform.

The mostly mentioned motivational factors among employees at MHS Massana were salary increase and promotion. And the most motivating factors on employees' performance are promotion, salary, medical allowance, paid leave, overtime and training. Munga and Mbilinyi (2008) commented that, the most frequently mentioned were promotion, training, salary and housing. Peter (2010) pointed out motivational factors according to how each factor influence employees to work, promotion had 18.2% and was ranked number 2 and good salary with 13.6% and it was ranked number 4.

Broni (2012) from the study discovered that, career development prospects, good salary and healthy relations were largely responsible for the motivation of workers. Omitting healthy relation which was not analyzed in this study, these findings are almost similar with that of MHS Massana hospital.

The motivating factors considered at MHS Massana Hospital are Promotion, bonus and hospital loan. Onanda (2015) commented that, employees disclosed that bonuses, promotion and growth motivate them to increase their performance.

Khim (2016) added that; improving job motivation involves promoting a sense of community services and belonging and providing opportunities for training and the development of professional skills. Respondents interviewed agreed that, *“employee motivation contributes to organizational performance and it acts like a catalyst at a work place”*. Management of the hospital should offer a competitive motivation packages that will make the employee to work hard. As per the study findings, workers are aware of the available motivating opportunities and they are a part of the driving forces for optimum organizational performance. Only 10 per cent were not aware of the available motivating opportunities.

Employees of MHS Massana do agreed that employees’ promotion is determined with hard working, experience, and education as it was supported by MOHSW (2014) who added that promotion and carrier advancement are still rewarded by considering working experience and education. This should be clear and well known to employees at MHS Massana hospital as a private organization that in order to be promoted ; hard working, work experience and education level are the most determinant factors for them to be promoted and not otherwise.

4.6.3 Relationships Between Employees' Motivation and Organizational Performance

There is a relationship between the motivation packages and job commitment. Majority of respondents that is 34.9 % strongly agreed that there is a relationship between motivation packages and job commitment. 44.4 % agreed that motivation increase organizational productivity and retain workers at work place. Respondents added *“employee motivation and organizational performance, they are inseparable.”*. Smith (2008) found that motivated workforce was more productive and cost savings. Happy motivated employees' are indeed better workers and will help to generate a positive work environment that both customers and employees will appreciate. The motivated worker is more committed to the job and to the customer. The end results will be effective organization performance and organization revenue will be seen. (Daniel, 2011) added the low motivation among the clinical staff can be attributed to the low performance of the clinical staff. Therefore, the study findings give supporting evidence to those previous researches which came up with similar conclusions.

De motivating factors at MHS Massana hospital are; salary delay, poor pay level and lack of promotion. The respondents interviewed added, *“we are lowly paid and bad enough, we are not paid on time” “Promotion is done to very few employees particularly management team and the criteria for one to be promoted is not clear to us”* Leshabari (2008) commented, health workers were not satisfied with their job because of low salary level, lack of promotion opportunities poor communication and lack of participation in decision making. In our study, Leshabari concur with

ours on some issues but issues of communication and participation in decision making were not analyzed in this study.

Findings from the study shows that, to a great extent 34.9% of the respondents agreed that shortage of funds, 33.3% moderate extent poor choice of motivation packages and 33.3% to a very great extent lack of management support affect MHS Massana Hospital performance. The employees are aware that management is taking initiatives to improve workers motivational packages by 23.8% and offering good working conditions 41.3% agreed. MOHSW (2014) commented, the government has been increasing salaries almost annually since 2006 and President Office Public Services Management (POPSM) developed pay policy and incentives policy in 2010. To the government this was a action taken to improve the situation. Even MHS Massana hospital should come up with good strategies to solve this problem of motivation to employees. All in all, the study emphasizes on two factor theory and it supports conceptual frame work of this study

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The main objective of this study was to assess the effects of motivation on organizational performance in private sector, a case study of MHS Massana Hospital in Kinondoni District, Dar-es Salaam. The sample size of the study included 63 respondents who participated. The study findings indicate that the majority of workers at MHS Massana hospital were below 30 years of age, single and they were female. Majority of employees hold diploma level of education.

Three research objectives were analyzed to answer the research questions posed for the study. The first research objective was to identify the types of motivation packages given to employees at MHS Massana hospital. Questionnaires and interview were used to get the answer of that question. From the study findings motivational packages were identified such as promotion, house allowance, responsibility allowance, bonus, medical allowance, training, paid leave, salary, over time and hospital loan. When asked whether they get any incentives, majority of workers at MHS Massana Hospital, 31.7 % agreed that they do get incentives.

The second specific objective was to determine the factors that increase motivation on employees' job performance in the organization. Promotion, salary, medical allowance, paid leave, overtime, and training motivate employees most on organizational performance than other motivational packages offered at MHS Massana hospital. The most frequently mentioned motivational factors at MHS Massana were salary increase and promotion.

The study found that intensive supervision yields good employees' performance. A good number of respondents 28.6 % agreed against who 20.6 % disagreed. This implies that workers believe in effective supervision. These findings commented that motivated employees' are committed and more productive.

The study found that intensive supervision yields good employees' performance. A good number of respondents 28.6 % agreed against who 20.6 % disagreed. Workers believe in effective supervision and good motivation packages offered to them, these will result into organizational performance. Therefore apart from motivation packages offered to employees, the management should offer employees' modern working tools for them to perform better.

The third specific objective was to examine the relationship between employee motivation packages and organizational performance. A good number of respondents that is 28.6% strongly agree that there is a relationship between motivation and organization performance. The study used Herzberg theory and pointed out commitment and intensive supervision increase organization productivity and revenue. The study revealed that there was a significant and strong relationship between motivation packages used in this study and the total performance.

5.2 Conclusion

Basing on research objectives, the first objective was to identify type of motivation packages given to employees at MHS Massana hospital. Motivation packages offered are salary, medical allowances, bonus, overtime, house allowance, paid leave, promotion, training, hospital loan and responsibility allowance were pointed out and they have effects on organizational performance.

The second objective of this study was to determine the factors that increase motivation on employees' job performance. Promotion, salary, medical allowance, responsibility allowance, overtime and training contribute more on employees job performance. Using Herzberg theory, both hygiene factors and motivational factors has effects on organization performance. Employer should focus more on these factors as suggested by Herzberg to make employees to perform better. Promotion and training increases the individual self-esteem and status and makes an individual feel valued and recognized at the workplace. Overtime and responsibility allowance help workers to earn extra income from work itself and medical allowance assist employees financially to tackle health problems and salary a pay from work done that assist them financially. The combination of motivation factors and hygiene factors to employees results into organizational performance.

The mostly mentioned motivational factors by respondents are salaries increase and promotion. Apart from those factors above; the research revealed that, employees to feel safe, loyal and valued are also the factors that increase employees' motivation for a better job performance. Therefore with this finding using Herzberg theory the objective of this study was achieved.

The third objective of this study was to examine the relationship between employees' motivation packages and organizational performance. The study revealed that, there is a relationship between motivation and organizational performance, motivation packages enhance job commitment, it enhances productivity and it increases organizational revenue. Conceptual framework of this study and Herzberg theory supported this study and the objective was achieved.

Based on the findings of this study, it has become clear that motivation influences organizational performance. Hygiene factor and motivational factors analyzed in this study show significant and very strong relationship with the total performance. This suggests that all initiatives that will be taken by the management to motivate workers can lead to good performance on one aspect or the other.

5.3 Recommendations

This study recommends the following to the management of MHS Massana hospital, policy makers and other health facilities to use this study finding to improve employee motivation and organizational performance. The hospital management and human resources dealing with health workers should focus more on promotion, salary, overtime, responsibility allowance, medical allowance and training to attract, retain, motivate employee as it has positive impact on employees and organization performance.

MHS Massana hospital management should review and strive to provide the motivational packages to reduce the level of unsatisfied workers, in order to improve work performance, since motivated workers perform better than those who are not motivated. This can lead into increase of organizational revenue.

Policy makers in Tanzania, health facilities and leaders of workers' organizations should make sure that organizations offer competitive motivational packages to employees that will motivate and encourage the employees to perform better for the success of the organization and it should be based on two factor theory. This will reduce strikes at work place and will increase commitment of employees at work place.

5.4 Areas for Further Study

Although this study has covered and assessed on effects of motivation on organizational performance, various aspects on the relationship between motivational packages and organizational performance, yet there is still a lot to be discovered in this area. Therefore, this study suggests the following areas for further studies:

Since some of positive motivation packages have insufficient effects on employee performance, researchers should focus on assessing the impact of negative motivation such as punishment, warning and transfers on employees' performance. A study should also be conducted to find reasons for laziness and slowness among workers in some private and public institutions in Tanzania Health sector.

This study was based on one private hospital in Kinondoni district with small sample size, to find actual findings and make comparison and finally conclusion on health workers motivational packages, another study should be done by making comparison of private hospitals in Kinondoni district.

5.5 Limitation of the Study

The major limitation that faced to finish this study, time is one among them. Time for proposal preparation, data collection, analysis and report writing was not enough; director of further studies should reconsider this for students to be given enough time for research work.

The second challenge faced was during administering and collecting questionnaires and interviewing the respondents. The respondents were not filled and returned on time, some of questions left black to some questionnaire and some of respondents refused to be interviewed because of time schedule, this consumed a researcher's

time to continue with other activity as he had a frame work and time limit for each activity planned to be done on this study.

Since this study was not sponsored, using own source it was costful. Money was required from beginning to an end, for example writing up proposal, questionnaire preparation and administering them to respondents and report writing, a lot of stationeries were used to finish this study.

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APPENDICES

Appendix 1: Questionnaire For MHS Massana Staff

Dear Respondent,

I, Frank Kyaruzi a student from Open University of Tanzania, Iam conducting a research on Assessing the Effect of Motivation on Organizational Performance a case of MHS Massana Hospital in Kinondoni District.

This research is purely for academic purpose and is not intends to victimize any worker of MHS Massana Hospital and the response of the questions will be treated strictly confidential. Therefore do not write your name anyway in this questionnaire and if you don't know the question leave it blank. Your participation in this matter will be highly appreciated. Thank you.

PART 1: PERSONAL INFORMATION.

Instruction: Please circle the right alternatives and fill the gap where necessary.

1. Sex

A. Male B. Female

2. Age

A. Below 30 years B. 31- 40 years C. 41 – 50 Years D. above 51 years

3. Marital status

A. Single B. Married C. Separated D. Widow E. Divorced

4. Level of education

A. Below secondary level B. Certificate level C. Diploma level D. Degree level

E. Above degree level

5. Which department do you belong at MHS Massana Hospital?

.....

6. What is your position in this organization?

.....

7. For how long have you been working here?

.....

PART: 2. MOTIVATION AND PERFORMANCE ISSUES

The question below asks you **to tick** the number according to your opinion. Number

5 means **Very satisfied**, **4** means **Satisfied**, **3** means **neutral**, **2** means **less satisfied**,

1 means **not satisfied**

8. Are you satisfied with the following motivation packages offered by MHS Massana Hospital?

	Very satisfied	Satisfied	Neutral	Less satisfied	Not satisfied
	5	4	3	2	1
Hospital loan					
Salary					
Promotion					
Medical allowance					
Training					
Paid leave					
Bonus					
House allowance					
Responsibility allowance					
Overtime					

The question below asks you to tick the number according to your opinion. Number **5** means **Strongly agree**, **4** means **agree**, **3** means **neutral**, **2** means **disagree**, **1** means **Strongly disagree**.

9. On the scale of 1 to 5, to what extent are the following motivational packages enhance your performance at the hospital?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
Enhances job satisfaction					
Enhances employees commitment					
Enhances employee productivity					
Reduces employee turnover					
Increase organizational revenue					

The question below asks you to tick the number according to your opinion. Number **5** means **Very great extent**, **4** means **Great extent**, **3** means **Neutral**, **2** means **Very little extent** and **1** means **No extent**

10. On the scale of 1 to 5, to what extent are the following factors hinder staff motivation at MHS Massana Hospital.

	Very great extent	Great extent	Neutral	Very little extent	No extent
	5	4	3	2	1
Shortage of financial resources					
Lack of management support					
Poor choice of motivation packages					
Lack of awareness among employees					

11. How employee motivation contributes on organizational performance?

12. Mention 3 motivational factors that motivates you to perform better at work

Place

Thank you for your participation

Appendix 2: Interview Guide Questions

(For employees of MHS Massana Hospital)

1. Is your organization treating you well?
2. Are you motivated to work at MHS Massana Hospital?
3. What motivates you to work harder?
4. What de motivates you at work place?
5. Is employee motivation contributes on organization performance? How?
6. Is there any relationship between employee motivation and organizational performance? Explain

Thank you for your participation