**EMPLOYEE MOTIVATION STRATEGIES AND ORGANIZATION PERFORMANCE: A CASE STUDY OF IFAKARA HEALTH INSTITUTE HEAD OFFICE DAR ES SALAAM**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREEE OF MASTER OF PROJECT MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA**

**2016**

# **CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled: “**Employee Motivation Strategies and Organization Performance: A Case Study of Ifakara Health Institute Head Office Dar es Salaam”** in partial fulfillment of the requirements for the degree of Master of Project Management of the Open University of Tanzania.

……………………………………

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I, **Rose Peter Philipo**, do hereby declare that this dissertation is my 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.

………………………………………………….

Signature

……………………………………………

Date

# **DEDICATION**

This dissertation is dedicated to my beloved sons David and Daniel Peter Lucas my late father Philipo Laurent Mallya and my late mother Rudwina Pius Nyawigu during my education pursuit.

This dedication is also extended to my loving husband Peter Lucas and my sisters and brothers for their encouragement and support during my study

# **ABSTRACT**

This study attempts to evaluate employee motivation strategies and organization performance at Ifakara Health Institute (IHI). This study mostly identifies motivational strategies which are present at IHI; examined job performance, job satisfaction and identify some of the motivation strategies which will lead to organization performance; the study recommends some improvements to motivation strategies in IHI. This research is descriptive research design and it adopt quantitative research paradigm with the help of SPSS to analyze data. Most of the source of data used is primary data and few secondary data. A sample design used is stratified random sampling technique. The result of this study shows that there are motivation strategies such salary, incentive, retirement benefit and management. Also the organization performance in Ifakara Health Institute is good although motivation satisfaction level is low. These lead too many workers to develop negative perception on the organization. I recommend to IHI management to have time to time implementation of motivation strategies which will results to super organization performance, also there should be an offer of competitive salary in comparison to real job market. Also mode of contract has to be changed that it has to reflect the project life time, if the project is running for five years then the employee has to be given a contract of a project life time. I also recommend improving staff benefits to be better than of the other competitive institutions. Lastly motivation strategies should be target to all staffs based on their needs and desires.

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# **LISTS OF ABBREVIATIONS**

CHRO Chief Human Resource Officer

DSM Dar es Salaam

HQ Head Quarter

HR Human Resource

IHI Ifakara Health Institute

PI Principle Investigator

PL Project Leader

RO Research Organization

SPSS Statistical Package for Social Science

# **CHAPTER ONE**

# **INTRODUCTION AND BACKGROUND**

# **1.1 Background to the Research Problem**

Motivation at work can take place in two ways. First, people can motivate themselves by seeking, finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management through different methods as pay, recognition, promotion and praise, (Armstrong, 2006). The manager needs to know how best to elicit the co-operation of staff and direct their efforts to achieving goals and objectives of the organization (Millan et al, 2011).

Motivation increases the level of performance of employees and also increases their commitment in the workplace. This implies that motivating workers is very important. Research which was done by(Nnenna and Ukpere, 2011)at the fastfood workers shows that**;**  The fast food workers are unique and have their individual needs, potentials, values and goals this situation is employees expectation. Job satisfaction leads to job motivation. Therefore, when workers are satisfied, they tend to be motivated to work.

The study points out the strategies that could be used to improve the level of motivation of the fast food workers and also discusses the causes of low employee motivation within the organization. The results recommended empowerment of workers in different ways, by giving them opportunities to share their views, developing their skills through coaching and feedback.

Motivation will lead to sensitive and productive tools which will results to suitable growth of employee satisfaction and hence positive performance in their jobs. Without motivation employees tend to lead to negative attitudes which will hinder their performance individually and organizational goals as a whole (Armstrong, 2009). The nature of the work of the organization, styles of leadership and the design and content of jobs can have a significant effect on the satisfaction of staff and their levels of performance.

However, most of the research results shows that the issue of motivation and satisfaction among workers at any working place is affected by division of labour, training, supervision, feedback, poor physical infrastructure; poor management decision that means there are low possibilities for employees to be involved in decision making. Lack of promotion for some institutions and or organizations and divisions which results to demotivation. Therefore this research tells us that although several motivational strategies have been implanted but still there are challenges facing and restraining job satisfaction to reach into positive performance. The motivation strategies that lead to job performance are pay, housing allowance, health insurance, school fees for employee children’s, training, good working conditions, promotion mechanism, and recognition to mention few.

Ifakara Health Institute (IHI), is a non-for profit, district-based health research and resource centre. The headquarters, located in Dar es Salaam Mikocheni area, it has 3 other branches located in Bagamoyo, Ifakara, and Rufiji. Ifakara Health Institute (IHI) was first established as a field research station of the Swiss Tropical Institute (Basel) in 1956. In 1996 the organisation was registered as an independent, non-profit entity in Tanzania, IHI is led and managed by Tanzanians. The last decade has witnessed a period of rapid growth. According to IHI Human resources (HR) report of February 2013, as of February 2013, IHI had 800 employees; 131 scientists and 619 non-scientist staffs who are categorized into three levels, senior, middle and lower level cadre of staff.

IHI has problem of having well established motivational strategies although there are several measures which have been taken to rectify the situation; the measures include transport allowance, housing allowance, and communication allowance for some staff and they provide training scholarships, and other allowances. Despite these measures the motivational strategies at IHI is still very low. Thus the choice of this study topic that tried to find out what would be those motivational strategies and which will result to organizational performance. IHI has to find ways which will lead to organizational performance through different strategies of motivating employees.

# **1.2 Statement of the Research Problem**

Organization that is performing well is one that is successfully attaining its objectives, in other words: one that is effectively implementing an appropriate strategy Otley, (1999) and job performance is the single result of an employee’s work Brent Keijzers, thesis (2010). Since the aim of this research is to provide a link between employee motivation strategies and the organizational performance, job satisfaction will be in the link to get positive outcome.

To what extent can the employee motivation influence the satisfactions which will results to positive outcome? Since then employee motivation is a serious issue in the field of Human resource management and it drawn intention of many scholars and this imply that employee has to deliver what they supposed to deliver. Motivating employee is a crucial thing in any organization.

 Workers have unique and individual needs, potentials, values and goals. Job satisfaction leads to job motivation. Therefore, when workers are satisfied, they tend to be motivated to work. The study points out the strategies that could be used to improve the level of motivation of the research institute workers and also discuss the causes of low employee motivation within the organization. This will also assist the management of the Ifakara health institute improving the performances of their employees.

The relationship between motivational variables and performance are very close in the organisation. In fact a successful organisation workers have very high moral than that not successful. This is because when motivating your employees normally you will produce more, workers even tend to work at extra hours so as to make things done and to reach the desired target. Motivations will results to your employees to search for ways to improve things rather than waiting for management request, co-workers need to be encouraged to high level of performance.

Unfortunate, if the situation is opposite and the employee motivated negatively starts to generate anger which is preliminary product of the sense of injustice therefore employee starts to do less and losing loyalty and this normally affect the proper growth of the organization Sirota et al (2005) and hence achievements of its goals/objectives.

This research topic will identify strategies which will results to individual performance and hence organizational performance as the whole. Performance in organizations can be separated in organizational performance and job performance Otley, (1999). According to Otley, the performance of organizations is dependent upon the performance of employees (job performance) and other factors such as the environment of the organization. The distinction between organizational and job performance is evident.

# **1.3 Objectives of the Study**

The objective of this research is to find out various strategies on how employees can be motivated in their workplace especially in the research organization which will result to organizational performance. This study will be conducted at Ifakara Health Institute; head office Dar es Salaam (DSM).

# **1.3.1 General Objectives**

General the study will evaluate the best strategy way of motivating employees which results to organizational performance. Strategies have to be seen in both sides as to the favour of organization as well as employees. The study will look on the different strategies to motivate them and the management has to put extra effort to facilitate such strategies to work as planned so as to get positive outcome.

# **1.3.2 Specific Objectives**

Motivation and performance need to be looked and operated parallel by the management for positive success of any organization. Motivation goes with different strategies in which employees will be satisfied to continual working in that organization. Satisfactions of any activity or employee differ according to work itself, salary package, working environment, growth and recognition. Employees tend to be dissatisfaction when there is no sign of motivational factor which will contribute to satisfaction.

1. To identify various motivational strategies in Ifakara Health Institute (IHI).
2. To examine organization performance in Ifakara Health Institute.
3. How are these strategies being implemented, monitored and controlled?

# **1.4 Research Questions**

1. How effectively are the motivational strategies implemented by research organisations like IHI?
2. Are the motivational strategies implemented by research organisation performed accordingly?
3. What are the challenges faced in the motivational strategies in relation to organizational performance of the projects these research organization implements?

# **1.5 Rationale/Justification/Significance**

The motivational strategies and organization performance will help management to control and look in details what strategies will be suitable for employees in the work place thus results to positive performance. This study come to fill in the gap of employee to be satisfied with what they are doing with what have been introduced and implemented accordingly based on their job environment, thorough that there expectations will be meet. As to the organization the performance will be seen thus organisational goals and target will be also met thus performance will be determined and organization will grow. If the management will focus on those strategies then employees will be satisfied and hence performance will be seen therefore these will results to organization performance, because performance starts form individual person then as a group.

# **1.6 Organization of the Study**

The study was presented on five chapters. The first chapter was introduction which covers the background to the problem, statement of the research problem, objective of the study, research questions, and significance of the study, scope of the study and organization of the study. Chapter two involves the conceptual definition, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical framework. Chapter three was looking on the research methodology which includes research design, study area, population of the study, sample size to be used and sampling procedures, data collection methods, data collection tools, reliability and validity of the data, data presentation and analysis and study expected result. Chapter four focus on data analysis, and discussion. Chapter five comprised on summary, conclusions and recommendations.

# **CHAPTER TWO**

# **LITERATURE REVIEW**

# **2.1 Overview**

The followed chapter tries to explain and review of the current literature related to the concepts which are the main focus of the study. Firstly, there would be an elaboration toward the nature of motivation and its relation with employees‟ usefulness at ihi. Then this section explains issues on various related theories about motivation, upon which job satisfaction proposed by motivation theoreticians will be under critical observation, and also its effect on research organization to reach into organizational performance; and strategies for motivation.

# **2.2 Conceptual Definitions**

This tries to show the ideally of the study does it has any implication to the really life. The study tries to look on the motivation strategies which will results to organizational performance, which ideally has to be looked in a way of making employees satisfied in their work. Employees have a tendency of looking on the things which will motivate them internally and externally when those things are well meat then together will reach them to what they expect. High Pay is one of among factors which is looked by many employees has a motivational tool to them, by paying high to the employee will give a piece of mind and makes life in harmony because he/she will be in a position to manage its life, also recognition for some of employees does not mean high pay but onlyrecognition for the good work they do. Recognition will influence other team members to do better in the future and make the one who does better this time to maintain the status.

# **2.2.1 Motivation**

Motivation theory is concerned with what determines goal directed behaviour. It is about, how behaviour is initiated by needs and by expectations on the achievement of goals which will satisfy those needs, how the achievement of goals and /or feedback on their achievement reinforces successful behaviour and how belief in one’s ability to carry out a specific task will actuate behaviour which is expected to achieve the successful performance of that task Armstrong, et al (2004).

Also motivation is a psychological concept related to the strength and direction of behaviour. People who are highly motivated towards passing exams will display this in their behaviour-by studying notes and reading for considerable periods of time. A less well-motivated person would display less of this behaviour, and more alternative forms of behaviour, “Motivation is both one of the simplest and most complex of management jobs.

It is simple because people are basically motivated or driven to behave in a way that they feel leads to rewards. So motivating someone would be easy. Just find out what he or she wants and hold it out as a possible reward. Meanwhile, from a supervisor's perspective, who secure and direct its goals, would be very important to know "what I will do to motivate my employees” Daschler and Ninemeier, (1989,18 p.210).

Generally speaking it can be concluded that motivation is an inner compelling force inside an individual which provokes a reason for the employee to act. Suzanne and Iman, thesis (2014).

# **2.2.2 Types of Motivation**

There are two types of motivation as originally identified by Herzberg *et al* (1957), which can be take place at work place,

(i) *Intrinsic motivation* – the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that the work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

(ii) *Extrinsic motivation* – what is done to or for people to motivate them. This includes rewards, such as increased pay, praise, or promotion, and punishments, such as disciplinary action, withholding pay, or criticism. Extrinsic motivators can have an immediate and powerful effect, but it will not necessarily last long. The intrinsic motivators, which are concerned with the ‘quality of work life’ (a phrase and movement that emerged from this concept), are likely to have a deeper and longer-term effect because they are inherent in individuals and not imposed from outside.

Employee motivation is a process, which accounts for an individual’s intensity, direction and persistence of effort towards attaining a goal Robbins et al (2007). Therefore, intensity relates to how hard a person tries, while direction is the channel through, which a job is performed. Through employee motivation, an organization can achieve a competitive advantage through higher productivity and improved quality of serving its customers. Consequently, when employee motivation is downgraded.

# **2.2.3 Job Performance**

 Motowidlo, S. J. (2003) Defines job performance as the total expected value to the organization of discrete behaviours that an individual carries out over a standard period of time. Several taxonomic performance models in the literature describe categories of behaviour believed to have organizational value. The categories have been defined either according to their manifest behavioural content their organizationally relevant consequences Borman and Motowidlo (2003).

Performance antecedents include both direct determinants, such as knowledge, skill, motivation, habits, and situational opportunities and constraints, and indirect determinants, including individual differences in ability and personality and some types of situational variables. The direct determinants are presumed to mediate effects of the indirect determinants on job performance through causal mechanisms that involve capacity to learn, opportunity to learn, motivation to learn, and dispositional fit. An important implication of the performance definition presented in this chapter, taxonomic structures of behavioural dimensions of job performance, and its direct and indirect antecedents is that different traits, learning processes, motivational mechanisms, and situational constraints might have different effects on different behavioural dimensions of job performance.

Mboya (2013) Job performance is the net effect of an employee’s effort as modified by abilities and role (or task) perceptions. In relation to the above facts job performance can be influenced by external environmental factors which are work conditions, that factor can influence the level of performance of a particular person at work place. Someone can feel to come to work if the working conditions are conducive and friendly, by being so this will motivate that person so as to achieve its personal goals which will lead to reach organizational goals.

# **2.2.4 Job Satisfaction**

Armstrong, (2009) the term ‘job satisfaction’ refers to the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. On goal for HR manager is to develop motivated employees and increase their morale about their work.

Negative and unfavorable attitudes towards the job indicate job dissatisfaction. This is the way that individual perceive about work to the extent that he feels that he/she is satisfied and see the work is the well-handled and controlled. People tend to be satisfied when a certain need is achieved to the extent that is expected. However, research indicates that high employee morale levels do not always yield high productivity, Daschler and Ninemeier (1989).

In addition to that job satisfaction lead to most of the people to shift from one job to another because he/she is not satisfied from where he is. Job satisfaction is the merely thing that a person expect when a gets job, that he/she expect to get a positive results from the effort he devoted to a particular job but when he gets negative results means what he expect does not be realistic that’s where that person tries to look for another opportunity somewhere else.

# **2.2.5 Determinants of Job Performance**

A Job performance result to organizational performance thus is a critical thing to deal with in performance management. A job consists of a series of multiple tasks, duties and or responsibilities which a job holder needs to carry out, while performance is an attitude or action that is equally for the organization’s goals and that can be measured. This shows that job performance involves certain functional as well as behavioral competencies. The factors tend to impact job performance are as follows:

Knowledge. Knowledge is the acquaintance with facts, truth or principles, as from study or investigation. Knowledge provides a tool to an employee to carry out tasks and activities in the organizational context. However, knowledge can be categorized as either declarative knowledge which is concerned with what an employee knows.

Feedback. Employees tend to perform well at their jobs if they are provided with feedback that is meaningful and constructive. Such feedback helps employees identify areas of improvement and they tend to work harder to overcome the performance gaps. Existence of feedback oriented workplace environment is crucial to improve performance of employees on an ongoing basis Kohli, A. S. (2008).

Leadership. Leadership has a profound influences on the employee’s moral and motivation and organizational culture many times, top leaders has to leave their organizations, not because they did not have the job knowledge or skills, but failure to set right the organizational culture. Effective leaders tend to solicit employees involvement in steering their organization forward. They encourage suggestion, trust them, encourage taking risk and elicit full mental participation of their employees in improving organizational performance, Kohli, A. S (2008). Personality. Personality is the key dimension of behavior, and behavior is a foundation performance of employees. However, personality is shaped by various endogenous and exogenous factors. Indeed, personality influences the behavior and impacts employees’ job performance Kohli, A. S (2008).

# **2.3 Theoretical Literature Review**

This section helps a researcher to focuses on extant theory that relates to the problem of the study.

# **2.3.1 The Hierarchy of Need Theory**

Maslow proposed a theory, which he called the needs hierarchy. These needs are physiological, safety, social fulfillment, satisfaction of the ego and self-actualization. People always have needs, and as soon as one need is satisfied, another need takes its place NNnenna and Ukpere, (2011**).** Needs theory was developed originally by Maslow, (1954), who postulated the concept of a hierarchy of needs which he believed were fundamental to the personality*.* He suggested that there are five major need categories which apply to people in general, starting from the fundamental physiological needs and leading through a hierarchy of safety, social and esteem needs to the need for self-fulfillment, the highest need of all. Maslow‘s hierarchy is as follows;

*Physiological* – the need for oxygen, food, water and sex. These needs are literal requirements for human survival. Air, food and water are metabolic requirements for survival for all humans. An individual to satisfy these psychological needs is greater than the drive to satisfy any other type of need. This needs are satisfied through the wages and salaries paid by an organization (Maslow, 1954).

*Safety* – the need for protection against danger and the deprivation of physiological needs. With the satisfaction of physical needs the individual’s safety needs take precedence and dominate behavior.

*Social* – the need for love, affection and acceptance as belonging to a group. Human need to feel sense of belonging and acceptance, weather it comes from a large social group, such as clubs, office culture, professional organizations, sport teams or small connections (family members, inmate partners, mentors, confidents). They need to love and be loved by others (Maslow, 1954).

*Esteem* – the need to have a stable, firmly based, high evaluation of oneself (self-esteem) and to have the respect of others (prestige). These needs may be classified into two subsidiary sets: first, the desire for achievement, for adequacy, for confidence in the face of the world, and for independence and freedom, and, second, the desire for reputation or status defined as respect or esteem from other people, and manifested by recognition, attention, importance, or appreciation.

*Self-fulfilment (self-actualization)*–the need to develop potentialities and skills, to become what one believes one is capable of becoming (Armstrong, 2006).

One of the implications of Maslow’s theory is that the higher-order needs for esteem and self-fulfillment provide the greatest impetus to motivation – they grow in strength when they are satisfied, while the lower needs decline in strength on satisfaction.



Figure 2.1: Hierarchy of Need Theory

Source: Maslow (1954)

# **2.3.2 Herzberg’s Two factor Theory**

Herzberg's Theory of motivation presented by Herzberg, Mausner, and Snyderman

(1967) argues that there exist two different needs appropriated to human beings. One which particularly exists inside human being considered as an animal instinct. “In this respect, a constructive drive is made to deter ones pain from the environment together with upbringing aspect coming from the influence of the basic physiological needs” (Herzberg, et al, 1967).

The dissatisfaction or hygiene factors which are extrinsic are supervision, salary, relationship between personnel, working environment, status, which are also working as an encouragement to activate the flourishing needs that give rise to growth and improvement. On the contrary, the factors that works as a pain deterrent exists in the job environment (Herzberg, 1987).

# **2.3.3 Vroom’s Expectancy Theory**

The theory was formulated in (1964) by a scholar so called Vroom. The strength of expectation may be based on the past experiences (reinforcement) but individuals are frequently presented by presented with new situations-a change in job, payment scheme, or working conditions imposed by management- where past experience is not an adequate guide to the implication of the change. In this situation motivation will be reduced.

In the light of Vroom (1964), three variables were involved in the motivation process, that is:

1. Expectancy, this is the effort a person makes to obtain a first level outcome. It is influenced by his/her expectancy that the outcome will be realized.
2. Instrumentality. In the light of this theory, reaching a first level outcome may in itself not mean anything to a person. It may however, be instrumental in reaching a second level outcome or reward.
3. Valence. This refers to the expected satisfaction that will follow an outcome rather than the immediate satisfaction it, (Vroom, 1964).

The Vroom theory of employee motivation has been subjected to degrees of empirical testing. It contributes a lot to the study. There is criticism that the theory is hard to apply in a practical way Miner, P. (1980).

# **2.4 Organization Performance**

Organization performance is based on the way people how do they perceive that organizations are they satisfied or unsatisfied as a group and individual through performing their work. The performance of the organization can determine by its employee irresponsibleness, accountability, commitment, satisfaction, faith, value and integrity, transparency and the feedback.

Employees can be intrinsically motivated to perform well when the organization succeeds in providing high scores on the five job characteristics: skill variety, task identity, task significance, autonomy and feedback. It seems that it is also possible to extrinsically motivate employees to perform well; it is argued that also for salary, commitment with supervisors and peers and job security the self-reinforcing circle is applicable.



Figure 2.2: Intrinsic and Extrinsic Factors Leading to a High Performance

# **2.5 Motivational Strategies**

Armstrong, M. (2006) emphasize several factors that affect motivational strategies and he tries to show HR contribution that can do so as to achieve higher levels of motivation as summarized in the Table 2.1.

Table 2.1: Motivation Strategies

|  |  |
| --- | --- |
| **Factors affecting motivation strategies** | **The HR contribution** |
| * The complexity of the process of motivation means that simplistic approaches based on instrumentality theory are unlikely to be successful
 | * Avoid the trap of developing or supporting strategies that offer prescriptions for motivation based on a simplistic view of the process or fail to recognize individual differences
 |
| * People are more likely to be motivated if they work in an environment in which they are valued for what they are and what they do. This means paying attention to the basic need for recognition
 | * Encourage the development of performance management process which provide opportunities to agree expectations and give positive feedback on accomplishments
* Develop reward systems which provide opportunities for financial and non –financial rewards to recognize achievements. Bear in mind, however, that financial rewards systems are not necessarily appropriate and the lessons of expectancy, goal and equity theory need to be taken into account in designing nad operating them.
 |
| * The need for work which provides people with the means to achieve their goals, a reasonable degree of autonomy, and scope for the use of skills and competencies should be recognized
 | * Advice on processes for the design of jobs which take account of the factors affecting the motivation to work, providing for jot enrichment in the shape of variety, decision-making responsibility and as much control as possible in carrying out the work
 |
| * The need for the opportunity to grow by developing abilities and careers.
 | * Provide facilities and opportunities for learning through such means as personal development planning processes as well as more formal training
* Develop career planning processes
 |
| * The cultural environment of the organization in the shape of its values and norms will influence the impact of any attempts to motivate people by direct or indirect means
 | * Advise on the development of a culture which supports processes of valuing and rewarding employees
 |
| * Motivation will be enhanced by leadership which sets the direction, encourages and stimulates achievement, and provides support to employees in their efforts to reach goals and improve their performance generally
 | * Devise competency frameworks which focus on leadership qualities and the behaviours expected of managers and team leaders
* Ensure that leadership potential is identified through performance management and assessment centres
* Provide guidance and training to develop leadership qualities.
 |

# **2.6 Empirical Literature Review**

This part aimed in explaining the various past studies in relation to my research.

# **2.6.1 Empirical Studies in the World**

Orpen, C (1997), conducted study on the effect of formal mentoring on employee work motivation, organization commitment and job performance in UK. The study revealed that mentoring can improve employees’ attitude without necessarily raising their performance. The study mainly focused on the aspect of mentoring on performance. It neglected the aspect of motivation and organization performance which my study aims to address.

Mohammad and Anowar (2012), conducted study on the factors affecting employee motivation in UK, a case study of the fast food industry (KFC) Ltd. The study attempt to identify the key factors and indicators that affect the employees’ motivation working at KFC UK, ltd and assess their motivation level. The study revealed that non- financial factors have a significantly higher impact on the employees’ motivation than the financial factors such as pay and benefit which substantiate the result in relation to reasons choose to work at KFC. Employees working at KFC are adequately motivated. There is a gap in this study, Mohammad and Anowar focused on the factors affecting employees motivation in fast food Industry while am focusing on employee motivation strategies and organization performance in research organization.

# **2.6.2. Africa Related Studies**

Brent Keijzers (2010) he was doing a research on employee motivation and performance. He concluded that t it is indeed possible to motivate employees to perform well for an organization and that is a critical task for mangers. It seems that there exists a self-reinforcing circular relationship between the performance, satisfaction and motivation of an employee; an employee achieves a high performance, therefore internal satisfaction arises and the employee is motivated to perform well in the future. It is stated that a high performance can be reached when the organization provides certain job characteristics.

Also it can be argued that there are numerous other ways to increase the performance of employees in organizations (e.g. diversity, leadership, etc.), thus management should not focus on motivation solely. But it can be concluded that particularly intrinsic factors can greatly contribute in increasing employee productivity. Which is somehow my study intend to address.

Nnenna and Wilfred, (2011)at Fast food outlet at Cape Town, South African the research topic was looking on the Strategies that will improve the level of employee motivation and it was concluded that; Despite the good qualities of food provided from the fast food outlets, there are weaknesses with the way the management deal with their employees, which have adversely affected the state of motivation of the workers.

Employee motivation is essential to achieve the business goals of the fast food outlets in Cape Town and South Africa in general. If the workers are satisfied with their working conditions, they tend to perform well and customers are also happy. The researcher has recommended strategies that could improve the level of motivation of the workers within the fast food outlets in Cape Town as follows:

 **Employees should be empowered and given some degree of autonomy in the execution of their job**

It is evident that when employees are empowered, they tend to work harder and faster. They are found to be loyal to their employers and they also enjoy their jobs more. It is imperative to empower employees by making them feel that the company has a high regard for them, and that they are the reason for the organization’s success. Fast food workers should be empowered in different ways, namely they should be given opportunities to share their views in terms of making suggestions.

Moreover, their suggestions should not be taken for granted, but should be used to solve problems in the organization. The management should be able to communicate with their workers in a clear and understandable manner. Managers should be able to know the abilities of their employees and assign them tasks that will allow them to enjoy the freedom of doing their work.

**Workers should be recognized for their contribution towards organizational success**

Every employee wants to be recognized and appreciated for good performance. Fast food managers should always recognize and appreciate the efforts of their workers. Monetary reward is important, but recognition and appreciation is critical for industrial harmony. Therefore, managers may recognize their workers by announcing their good performance in staff meetings or by mentioning the good performers within the workplace. It is also best practice to send emails to all staff or publish staff members’ contributions and achievements in the company’s newsletter or notice board. This will motivate employees to do more for the organization. Employees should be recognized by giving them time off. Many workers like to spend more time with their friends and families and will appreciate if they are given time off at least for a day in recognition of their good performance. They will come back to work feeling refreshed and grateful for the recognition. Recognizing employees for good performance and contributions in the organization should enhance employee motivation. Fast food managers should also recognize their employees by providing monetary incentives.

This will not only motivate the beneficiary, but will also motivate other workers to do their best. Additionally, they should recognize their employees by issuing a personal note to the worker for outstanding performance. Managers can as organize team events for their employees such as a lunch, party or outing so that the team can enjoy themselves together, which builds team spirit, which ultimately increases levels of motivation amongst workers. This study really did what I want to address to my study, but only this study was done on Fast food outlet while mine is focusing at research organization.

# **2.6.3 Tanzania Related Studies**

Newaho Mkisi (2008) conducted a study focused on the Application of Human Resources Management initiative for Workers Motivation and Organization performance in Telecommunication sector in Tanzania. She used empirical evidence from three telecommunication companies Tanzania. Her study found that the gap between public and private has narrowed. That is to say, both public and private companies provide all the incentives such as job security, fringe benefits, and salaries benefits to motivate its workers. She also found that the difference in performance between public and private companies is not because of incentives structure but rather than the performance management system practice (strategic planning, clear organization mission, training sanction, workers job description clear compensation policy and mentoring and performance appraisal). There is an industrial gap conducted by Newaho because it focuses on Telecommunication while my study focused on research organization.

Wilfred Lameck (2011) conducted study on Non-financial motivation as a strategy for improving performance of police force a case study of police force headquarter in Tanzania. He used purposive sampling to select the key informants for interview and stratified simple random was used to ensure representation of respondents from different strata. His study revealed that employees are quite positive towards the use of monetary incentives in the work place and can be effective in motivation them and can be used to compliment monetary incentives.

His findings suggest that non-monetary incentives may have a high motivating power in this organization if they are valued highly by the employees and management. There is a gap in this study because it looks on police force while this study focusing on research organization, but the suggested findings will be of helpful.

Hassan Ally (2014) conducted a study on Employee motivation strategies to job performance a case study of Kilwa district Council. His findings shows that the workers acceptance is heterogeneous in perceiving the motivation strategies provided by Kilwa District council. Highly Motivated employees are very few compared to none highly motivated. Moreover, many characters of employee demotivation as pointed by a study for Sirota et al (2006) are seen in the field such as some employee feels disposable, inadequate of recognition and reward, inequity/inequality among employees, lack of credible vision. This research study really of helpfully based on my study intend to address.

# **2.8 Policy Review**

There is no strictly policy which governs the motivation strategies to Tanzanian offices, but Ministry of Work and social welfare tries to find a mechanism which will favour and control all work procedures to any organization.

# **2.9 Research Gap**

The intention is to develop a motivation strategy that could improve the level of motivation of the workers. It has also highlighted the need for further research on job satisfaction of the Ifakara Health Institute employees onto measuring the level of satisfaction of the workers.

This research will try to look on the motivational strategies which will bring about moral to employees and which will help organization to reach into their objectives through that the organizational performance will be determined. What should be done in order for employees to be motivated so as to reach into higher performance individually and as a group which will results to organizational performance. The research came out with different findings and some of the findings are somehow confusing because researchers have focused on different variables, organizations and even countries. However, the question remains, why do organizations still experience motivational problems which results in decreasing the degree of organization performance. In addition, some of the incentives motivators seem to be in place while others incentives are missing thus the study establishes the research so as to fill the gap.

# **2.10 Conceptual Framework**

|  |  |  |
| --- | --- | --- |
|  Independent  Variables  |  |  Dependent  variable |

|  |
| --- |
| Motivation stimulusSalary incrementFringe benefitRecognition RewardPromotionHealth insuranceHousing allowance/loan schemeTraining and developmentTeam work |

|  |
| --- |
| Organization performance |

Figure 2.3: Conceptual Framework

# **CHAPTER THREE**

# **RESEARCH METHODOLOGY**

# **3.1 Overview**

This chapter addresses comprehensive details related to research philosophy, Area of the research, sample design and procedures, Study variables, data collection instruments, data analysis instruments, quality control, Data management analysis, procedure, and design of the study. The aim of this study is to find out motivational strategies which result to organizational performance.

# **3.2 Research Design**

For the purpose of this study both research philosophy will be used that is quantitative and qualitative. The researcher use quantitative design to obtain different measurements of data and qualitative design to obtain different views and opinions from people.

# **3.3 Study Populations/Area of the Research**

To define the population, area and the number of respondent who will be involved in the study. Thus, in this study area will be at IHI Head quarter (HQ) Mikocheni. Strategically, the number of employees who will be interviewed will reflect the sampling strategy; few employees will be included in the sample. Middle level staffs being 112 and about 6 Top-level managers were included. That makes a total of 118 employees. The Table 3.1 describes the sample size captured during this assessment.

Table 3.1: Sample Size and Distribution

|  |  |
| --- | --- |
| **Types of employees** | **Dar es Salaam HQ** |
| Top level employees/Mgt | 6 |
| Middle level employees | 112 |
| **Total** | **118** |

Source: Researcher (2015)

# **3.4 Sampling Design and Procedures**

The questionnaires will be distributed among the randomly selected staff. Doing a survey for the whole population is impractical due to budget constrain and other research challenges like time due to limited resources like human capital to supervise the whole activity. Therefore this study is going to use a stratified systematic random sampling technique. Saunders et al (2009).

# **3.5 Methods of data Collection**

In this research it is expected to collect data from the population using questionnaire which is a primary source of data where data are directly collected form IHI staffs. Data can be collected from the population using random selection by using the popular data collection technique is called questionnaire.

# **3.5.1 Primary Data**

Primary data are those data which are collected for the first time and happen to be original in character Kothari, (2004). The data collected directly from the study respondents through questionnaires and interview.

# **3.5.1.1 Interview Data Collection Methods**

Under this technique of data collection there was a direct contact between researcher and respondent. The interviewer (researcher) and respondent (interviewee) engaged in oral discussion; the interviews conducted face to face.

# **3.5.1.2 Questionnaires Data Collection Methods**

Kothari,(2004), questionnaire consist of a number of questions printed or typed in a definite order on a form or set of form and set to the persons concerned with a request to answer the questions and return the questionnaires. A structured questionnaire used as the key data collection tool. This was administered by Trained Research Assistants.

# **3.5.2 Secondary Data**

According to Kumekpor (2002) secondary data is information that been gathered previously for some purpose other than the current research project. In this study the researcher used documentary review that collected by other researchers, included those data collected through library research, employees’ data base, various reports, thesis, journal and internet. These methods helped the researcher to identify the gaps left by other researchers.

# **3.6 Data Quality Control**

The researcher will carry out interviews and discussion with relevant respondents. These respondents will include employees who are currently working with IHI. Validity and reliability will be used to control bias.

# **3.7 Data Management and Analysis**

This research study use quantitative techniques in processing and analyzing data collected from the population sample of IHI staff. Through that the questionnaires given to staff once collected were coded and entered to the computer. The Descriptive analysis method was used to data analysis and results reported in the form of tables and figures with the help of SPSS version 20.

The researcher will focus on: How these strategies are being implemented, and employees’ awareness of those motivational strategies with effect to performance. By doing so this study will focus on the response of the respondent based on the research questions which will be indicated in the questionnaire.

# **3.8 Validity**

Saunders et al (2009:157) defines validity as “concerned with whether the findings are real about what they appear to be about”. Moreover he referred Robson (2002) to analyze the threats of validity such as history, testing, instrumentation, mortality and maturation. Thus us of stratifies systematic random sampling technique and the formula for Determining sample size from a given population by Kothari (2004).

# **3.9 Reliability**

Saunders et al (2009) defines Reliability as “refers to the extent to which your data collection techniques or analysis procedures will yield consistent findings”. In this research data will be collected through questionnaires and primary data and those data will be coded and entered to the computer with the close help of SPSS program. It is expected these data will have reliable results even to another researcher if he want to apply the same technique in data collection, the same method of data analysis and sample size and population.

# **3.10 Ethical Consideration**

Research is based on the ethical manner so in this research ethics is very considered due to protection of human rights and as well as to get access to a well analysed information and data to make this research more meaningful. Ethics is based on the truth, faithful and on how you’re capable to protect and hide information given by someone or given somewhere so as to facilitate the findings of this research to reach into positive and productive results.

# **CHAPTER FOUR**

# **DATA ANALYSIS, PRESENTATION OF FINDINGS AND DISCUSSION**

# **4.1 Introduction**

This chapter presents the findings and discussions which mainly covers five sections; the first one is the general characteristics of respondents, secondly is the factors associated with employee motivation strategies and organization performance and the third part will look on the factors which when improved will bring motivation to employees and thereafter the forth part will look onexpectations of employees working with IHI, the fifth party will be on employees awareness of motivation strategies offered by IHI, and the sixth party is item to be improved for motivating ihi employees and the last not least is summary of all.

# **4.2 General Characteristics of Respondents**

# **4.2.1 Respondents Contacted**

Data for this study was collected and was expected to contact 118 respondents from IHI employees and 6 on management side. The study succeeded to contact 98 employee’s side and 6 for management side as shown in Table 4.1.

Table 4.1: Respondents Contacted Versus Anticipated

|  |  |  |
| --- | --- | --- |
| **Category of respondents** | **Anticipated****(Nr)** | **Responded****(Nr)** |
| Employees | 112 | 98 |
| Management  | 6 | 6 |
| **Total** | **118** | **104** |

Source: Field Data (2015)

As it can be observed the expected number of respondent did not be exactly as mentioned this is due to some of the respondent to be in the field for a long time as the nature of the organization even after the analysis process so that makes delays for some of questionnaires.

# **4.2 Profile of Respondents**

In this section major issues addressed by researcher include issue of gender, age, education and length of employment. The researcher wanted to know the demographic characteristics of respondents so that it could help in analyzing and understanding where these respondents belonged and hence helped in addressing issues.

# **4.2.1 Age of Respondents for Current Employees**

This question was asked in order to know the age of current employees (respondents)

Table 4.2: Ages of Respondents for Current Employees

|  |  |  |
| --- | --- | --- |
| **Categories** | **Frequency** | **Percentage** |
| 18-25 | 1 | 1.0 |
| 26-35 | 44 | 44.9 |
| 36-45 | 42 | 42.9 |
| 46-55 | 9 | 9.2 |
| 56-above | 1 | 1.0 |
| **Total** | **97** | **99.0** |
| Missing | 1 | 1.0 |
| **Total** | **98** | **100.0** |

Source: Field Data (2015)

The respondents involved were for current employees, of which 1(1.0%) was aged between 18-25 years, while 44 (44.9%) were aged between 26-35years, 42(42.9%) were in between age 36-45 years, and 9(9.2%) were in between age of 46-55. This results show that, the highest respondents were between the age of 26-35 years with 44.9%, and the lowest were aged 18-25 years, which constitute just 1.0% of all respondents.

Table 4.3: Age of Respondent for Management Level

|  |  |  |
| --- | --- | --- |
| **Categories** | **Frequency** | **Percent** |
| 26-35 | 0 | 0 |
| 36-45 | 2 | 33.3 |
| 46-55 | 4 | 66.6 |
| 56 and above | 0 | 0 |
| **Total** | **6** | **100.0** |

Source: Field Data (2015)

The respondents for management level involved were 6 respondents, of which none were aged between 26-35 years, while 2 (33.3%) were aged between 36-45 years, 4(66.6%) were in between age 45-55 years, and none were 56 age and above. The results shows that a big number of heads of unit were those between age 45-55 years and they were hold that position for a long period. These results with no succession plan. It resulting many young stars to leave the Institute to search other opportunities.

# **4.2.2 Education Level of Respondents**

The education background of respondents was found to have influenced the researcher, as she was interested to know if the majority were able to understand and express their views.

Table 4.4: Education Level of Respondents (for Current Employees)

|  |  |  |
| --- | --- | --- |
| **Categories** | **Frequency** | **Percentage** |
| Diploma education | 3 | 3.1 |
| Bachelor degree | 29 | 29.6 |
| Master degree | 49 | 50.0 |
| PhD Level | 17 | 17.3 |
| **Total** | **98** | **100.0** |

**Source: Field Data (2015)**

The data from Table 4.4 indicate that all respondents in the sample 3 (3.1 %) holds Diploma, and 29 (29.6 %) were first degree holders, while 49 (50.0%) were Masters Level and 17 (17.3 %) hold PhD levels.

From the analysis, the studies had shown that employees, about who 50.0% were Master’s level education and 29.6%) hold first degree education, which the researcher assumed these employees were be able to understand and interpret the questions given. Also in this category indicated that many of the staff with Master level, first Degree level and PhD level knew what they were doing and understood the motivation strategies.

Table 4.5: Education Level for Management

|  |  |  |
| --- | --- | --- |
| **Categories** | **Frequency** | **Percent** |
| Diploma | 0 | 0 |
| First degree | 1 | 17 |
| Master level | 4 | 67 |
| PhD level | 1 | 16 |
| **Total** | **6** |  **100.0** |

Source: Field Data 2015

The data from Table 4.6 indicate that 1 (17.1 %) holds first degree and 4 (67 %) were Masters Holders, while 1(16%) were PhD. A result shows that many holders Masters level (67%) of all respondents and few of about 17% holder first degree and 16% holder PhD.

# **4.2.3 Employment Length of Respondents**

The researcher asked this question so that she could be able to know the employment Length of respondents and ensured that the responses were from long term experienced or short term experienced working with the Institute.

Table 4.6: Length of Employment of Respondents

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| 1 Month to 12 Months | 8 | 8.2 |
| 1 year to 3 years | 38 | 38.8 |
| 3 years to 5 years | 34 | 34.7 |
| 5 years to 10 years | 14 | 14.3 |
| 10 years or more | 2 | 2.0 |
| **Total** | **96** | **98.0** |
| Missing | 2 | 2.0 |
| **Total** | **98** | **100.0** |

Source: Field data, 2015

As per Table 4.6 the study examined respondents working experience with IHI, that was for how long they had been working with IHI, and the results showed that some of respondents had been with IHI for the period of between 1 month to 12 months which was about 8.2% and 1 year to 3 years was about 38.8%, while from 3 years to 5 years was about 34.7% and some of them they save institute for 5 years and 10 years are about 14.3% but very few had been with the Institute for a period of between of 10 years and above. The researcher after examined the length of employment for Management level found that most of them stayed with the institute for period of 5 years to 10 years which is about 31.6% due to the reasons that they earned more apart from their normal salary.

# **4.2.4 Gender (Sex) of Respondents**

Table 4.7: Sex of Respondents

|  |  |  |
| --- | --- | --- |
| **Categories** | **Frequency** | **Percentage** |
| Male | 55 | 56.1 |
| Female | 42 | 42.9 |
| Total | 97 | 99.0 |
| Missing | 1 | 1.0 |
| **Total** | **98** | **100.0** |

Source: Field Data (2015)

The study found that the gender (sex) of the respondents was distributed from 97, where by 55 were male and 42 respondents were female respectively. Both of them were also distributed in categories of current employees.

Figure 4.1: Sex of Respondent

Source: Data Field (2015)

# **4.2.4.1 Sex of Respondent for** **Management Level**

Table 4.8: Sex of Respondent for Management Level

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Male | 4 | 67 |
| Female | 2 | 33 |
| **Total** | **6** | **100.0** |

Source: Field Data (2015)

Table 4.8 indicates the sex of the heads of units who were interviewed. A total of 4 (67%) males and 2 (33%) females were interviewed.

# **4.3 Factors Associated with Employee Motivation Strategies and Organization Performance**

The study aimed to know which factors show the most satisfying variables or most dissatisfying factors which when improved will results to motivation as shown in Table 4.9.

Table 4.9: Factors with Employee Motivation

|  |  |  |  |
| --- | --- | --- | --- |
| **Factors** | **N** | **Mean** | **Std. Deviation** |
| Insufficient salary | 98 | 1.49 | .502 |
| Insufficient retirement | 98 | 1.34 | .475 |
| Pursue other career goals | 98 | 1.17 | .381 |
| Poor physical working conditions | 98 | 1.09 | .290 |
| High stress working conditions | 98 | 1.12 | .329 |
| Poor motivation | 98 | 1.64 | .482 |
| Other factor(s) | 98 | 1.11 | .317 |

Source: Field Data (2015)

Results from Table 4.9 show that variables which when improved by ihi will bring about motivation and hence individual goals as mentioned by a medium number of responded is insufficient salary is the biggest factor along with poor motivation if this two when available will bring motivation, and also insufficient retirement is another factor that has been identified by respondent; and the least factor which is identified by respondent is poor physical working condition is the factor mentioned by a very few number of respondent.

The most significant issue that arose for all cadres was insufficient salary and poor motivation, along with insufficient retirement. They mentioned that their salary was quite not good and did not enable them to meet their individual and family needs. Also if the motivation is well planned to them the problem of being stress and not feel like working resulting to demoralize. The study leveled that many of employees left their employment due to high stress working conditions, which were the result of other factors, like insufficient salary.

# **4.3.1 Strategies use to Motivate Employees at IHI**

After conducting an interview with management level the researcher find other motivation strategies that are have been given to employees they are somehow related to the one identified by respondent. The researcher find out the most motivation strategies used by management of ihi is training and development, position upgrading and performance appraisal which will lead to increase in pay and other benefit of motivating employees. As the management identify their motivation strategies to its employees those are the main on which they believe will bring about motivation.

# **4.3.2 How are these Strategies Implemented, Monitored and Controlled**

After interview with management the researcher find that most of these strategies are monitored through supervisors and or project leaders with the help of HR unit. And sometimes through HR auditing process which is done semiannually. Through that they identify what to improve and correct if need to be done so.

CHO mentioned performance appraisal is the main tool now used to monitor and control motivation for ihi employees which is done semiannually by the head of units/and or project leaders. And this performance appraisal also solve the problem of bias to employees with the project leaders because they also use 360 system of performance both parties need to be assessed and the results have to be shared with HR unit. So if there is anything went wrong then it needs to be shared and discussed and try to solve it for the wellbeing of the institute as well as its employees.

# **4.3.3 Implication of Employee Turnover to IHI**

The study revealed the implications of labour turn over at IHI after the interview with the Management lever from Ifakara Health Institute at Head Quarters. They answered that; when Scientists left the Institute, good scientific manpower gate lost because they were the ones who helped to raise some funds/money through the proposals and projects in the institute as a result there was no enough capital to run the institute. Also due to employees’ turnover, the organization lost the trained and knowledgeable employees; hence the organization needs to employ other new employees that would need training in order to get the experience. That situation led the organization to incur more costs exceeding the budget.

However, the image of the organization was affected due to fact that outsiders could not be attracted to join with the institute as the new employees. That affects the image of the organization. By that implication donors won’t agree to support the institute or any other financial institution will not be in a position to support the institute.

Finally, the implication of employees turnover result to the remaining employees to be overloaded/ to have a lot of work since the number of employees decreased while the workload remained constant or increased that resulted to staff working long hours and decreased efficiency and poor work performance since the skilled employees moved/left the organization, by that implication the performance of organization will be low hence achievement of its objectives will not be that reliable. In order to keep employees motivated management has to work inline with HR department to keep consistency on motivation strategies.

# **4.4 Factors which when Improved will Bring Motivation to Employees**

The study aimed to know which factors if when improved would have a great impact on bringing back motivation for employees to continue working at ihi as shown in Table 4.10.

Results from Table 4.9 show that variables which when improved by Ihi will bring about motivation and hence individual goals will be achieved there as organization will reach its target or objective thus including Salary, Management and Training are the key factors mentioned and identified by a researcher to be a great impact of motivation to the institute if will be improved will bring about motivation. Very few mentioned physical work it has impact on motivation, this shows that salary is the crucial party for motivating employees.

Table 4.10: Factors with Great Impact of Motivation

|  |  |  |  |
| --- | --- | --- | --- |
| **Factors** | **N** | **Mean** | **Std. Deviation** |
| Salary | 98 | 1.60 | .492 |
| Benefits | 98 | 1.15 | .362 |
| Management | 98 | 1.61 | .490 |
| Physical work environment | 98 | 1.07 | .259 |
| Working hours | 98 | 1.00 | .000 |
| Training | 98 | 1.18 | .389 |
| Other | 98 | 1.06 | .241 |

Source: Field Data (2015)

The most significant issue that arose for all cadres was salary. They mentioned that their salary was quite not satisfactory compared to performing work and it did not enable them to meet their individual and family needs. The study leveled that many employees lose moral due to insufficient salary.

# **4.5 Analysis on Job Performance in IHI**

Respondents were asked if incentives, salary, Training and development, job design, working environment, promotion, Health insurance and Teamwork with the employer bring better performance. The findings obtained from the field are shown in the Table 4.11.

The results from the table brings the following results as shown that 39.8 percent of respondent identify salary as the key to better performance and 15.3 percent identify incentive as the key to performance and the least of about 2 percent mention job design is the key to performance which is the small number compared to others who mentioned salary and incentive.

Table 4.11: Respondent Results on the Motivation Items which Results to Performance

|  |  |  |  |
| --- | --- | --- | --- |
| **Factor** | **N** | **Frequency** | **Percentage** |
| IncentivePromotionJob designSalaryTeam workHealth InsuranceWorking environmentTraining and Development | 9898989898989898 | 151123951178 | 15.311.22.039.85.111.27.18.1 |
| **Total** |  | **98** | **100.00** |

Source Field Data (2015)

Any organization in order to perform better need to look on employees needs so as to motivate them. Salary and incentive works parallel as when someone does something good to the organization management or a leader has to recognize that person by giving incentives in order to impress others to do the same, by doing so other employees will be anxious to do better in order to get incentive.

From the research on the lease number of respondent who does not believe on the first and second observation therefore it is needed to thinks of other factors or items so as to motivate them so as to enhance their performance.

Figure 4.2: Respondent Results on the Motivation Items which Results to Performance

Source: Data Field (2015)

# **4.5 Expectations of Employees Working with IHI**

The researcher find out those employees expect good and conducive working environment with a support of good management to resolve their problem whenever needed, but it seems that according responded response management is not there to support them it’s there for their own sake and that makes them to lose moral and feel not party of the organization.

Employees except clear goals to fulfill their dreams as well as organization, but if the organization is not there for them then this give them a picture that this is not a place to stay. Through that they would start on looking for another opportunity somewhere. Employees except to get something which would satisfy their needs and that satisfaction is not there then demoralized and stress is inevitable.

# **4.5.1 Employees Perception Whilst Working at IHI**

The study aimed to understand respondent’s feelings working with IHI as shown in Table 4.12.

Table 4.12: Respondents Perception Whilst Working at IHI

|  |  |  |
| --- | --- | --- |
| **Category** | **Frequency** | **Percentage** |
| Unsatisfied | 4 | 4.1 |
| Neutral | 48 | 49.0 |
| Satisfied | 45 | 45.9 |
| Very satisfied | 1 | 1.0 |
| **Total** | **98** | **100.0** |

Source: Field Data (2015)

The results from Table 4.12 showed that most of employees were satisfied to work with IHI was about 45 employees of 45.9%, while 49% where neutral means they are either satisfied nor unsatisfied. However, only 4 of 4.1% respondent are not satisfied continued to work with IHI even though the situation and working conditions changed.

# **4.5.2 Perception of Employees on Motivation Strategies**

The study intended to get findings on employees’ perception on strategies of motivation as presented in Table 4.13.

Table 4.13: Respondents on Perception on Strategies

|  |  |  |
| --- | --- | --- |
| **Categories** | **Frequency** | **Percentage** |
| Strongly disagree | 3 | 3.1 |
| Disagree | 5 | 5.1 |
| Neutral | 54 | 55.1 |
| Agree | 33 | 33.7 |
| Strongly agree | 3 | 3.1 |
| **Total** | **98** | **100.0** |

Source: Field Data (2015)

The result showed that about 33(33.7%) respondents of all current employees were thinking to leave IHI, while only 3(3.1%) of respondents had strongly disagreed to leave IHI. And 54(55.1%) they ae neutral on the strategies offered.

Since the percentage of employees’ motivation strategies in Neutral to be higher than the others, the implication of motivation strategies not to be seen is inevitable which would need the management of IHI to come up with strongly motivation strategies of employees to rescue the situation.

The findings of this study indicated that current employees perceived differently on strategies of motivation available at the institution. These studies have shown that motivation and retaining employees are influenced by both factors including working conditions, recognitions and achievement. In this study working conditions, insufficient salary and poor motivation were the major motivating factors for the employees. The finding from our qualitative indicated the concern of employees on working environment including employees contact and recognition.

# **4.5.3 Fulfillment of Employee’s Expectation**

The study examined the way management of IHI met the expectation of their employees, the Chief Human Resources Officer explained that, the management of IHI tried to give their employees chance to be innovative by giving them chance for further training opportunities within the country and/or abroad. By introducing the rewarding the good performer which meant for those who would perform at a required level they would get increment of their salary and other allowances, as per strategic plan IHI of 2013 - 2018. Not only that but also other respondents came up with the strategies of updating personnel policies on regular basis and also by encouraging scientists to develop new proposals, so as to enable project to had money and sustained.

So, when mangers understand employees’ needs and provide the suitable motivational approach, employees will match their goals with the organizations goals. As a result, not only employees will get benefits but also the whole organization will be more successful.

# **4.5.4 Employees Priorities Related to work at IHI**

The researcher find out some priorities related to work at IHI as shown in the Table 4.14.

Table 4.14: Respondents on Priorities Related to Work at IHI

|  |  |  |  |
| --- | --- | --- | --- |
| **Motivation Factors** | **N** | **Mean** | **Std. Deviation** |
| Recognition | 97 | 4.05 | 1.045 |
| Work itself | 96 | 4.35 | .665 |
| Person growth | 97 | 4.27 | .771 |
| Responsibility | 96 | 4.40 | .703 |
| Achievement | 96 | 4.25 | .858 |
| Advancement | 94 | 4.21 | .731 |
| Supervision and leadership style | 96 | 3.97 | .876 |
| Working condition | 95 | 3.92 | 1.098 |
| Salary | 96 | 3.81 | 1.098 |
| Company policy | 96 | 3.43 | 1.158 |
| Job security | 96 | 2.00 | 1.124 |
| Interpersonal relation | 96 | 4.03 | .827 |
| Status | 96 | 3.77 | 1.000 |

Source: Field Data (2015)

From the Table 4.14 show the researcher find out that most of the respondent they are working at ihi due some priorities which makes them to work there in spite of other factors. Most of theme they are willing to work due to responsibility factors which allow them to explore more. The other factor is work itself it is of interesting no push and no pressure in delivery. The third factor is personal growth because they have been provided opportunity for training so that there career growth due to have so much exposure.

The fourth factor is achievement they achieve what they are looking for in their field in terms of output. The least factor above all is job security it is recognized that working at ihi there is no job security due to the nature of contract of that institution. The contract is one year renewable and sometimes it depends on the project if the project life time is less than one year then employees lose moral because they have less time to work, that is where they find work it’s not reliable/ permanent so they have to look for another job everyday thus where we say there is no job security at all.

# **4.6 Employees Awareness of Motivation Strategies Offered by IHI**

In this field the researcher has identified some of motivation strategies that has been offered by IHI and if that strategies are aware to respondents**.**

# **4.6.1 Awareness of Employee’s Motivation Strategies on Personal Advancement**

Table 4.15 shows the awareness of employee’s motivation on personal advancement strategy.

Table 4.15: Awareness of Employee’s Motivation Strategies on Personal Advancement

|  |  |  |  |
| --- | --- | --- | --- |
| **Motivation Strategies** | **N** | **Mean** | **Std. Deviation** |
| Good training and development opportunity | 92 | 1.32 | .467 |
| Promotion based on performance and competency | 92 | 1.51 | .503 |
| Succession of leadership | 92 | 1.61 | .491 |
| Clear human resource development plan | 92 | 1.45 | .500 |
| Recognition, training & Achievement | 92 | 1.37 | .485 |

Source: Field Data (2015)

The findings from Table 4.15 shows that promotion based on performance and competency has well known by respondent together with succession of leadership and clear human resource development plan these strategies are aware to them but the rest they are not aware. From the findings most of the respondents know that personal advancement as a factor of motivation with some few items which results to this factor are aware to the employees as identified above.

# **4.6.2 Awareness of Employee’s Motivation Strategies on Improvement of Working Condition**

In this part the researcher wanted to know from respondents if they aware of employee’s motivation strategies on improvement of working condition.

Table 4.16: Awareness of Improvement of Working Condition as IHI Employee’s Motivation Strategies

|  |  |  |  |
| --- | --- | --- | --- |
| **Motivation strategies** | **N** | **Mean** | **Std. Deviation** |
| Up to date technology to perform | 92 | 1.45 | .500 |
| Enough up to date working equipment | 91 | 1.43 | .498 |
| Fair & Motivation policies & Labour laws | 90 | 1.59 | .495 |
| Health & wellness programs | 91 | 1.56 | .499 |

Source: Filed Data (2015)

Table 4.16 shows that the big numbers of respondents were aware with the improvement of working condition as the motivation strategy of employee’s in than those who were not aware. All the strategies have been identified by the respondent and came up with well-known to them as shown in the figure above

Armstrong (2009) stated that about improving of the work environment, work environment consists of the system of work, the design of jobs, working conditions and the ways in which people are treated at work by their managers and co-workers. Well-being is achieved when account is taken in designing the work system and the jobs in it of the needs of the people concerned. The way people are treated is a matter of managerial behavior achieving work-balance and dealing with issues such as stress, harassment and bullying.

# **4.6.3 Awareness of Employee’s Motivation Strategies on Salary Packaging**

The respondents were asked this question so that they can provide the answer on their awareness of employee’s motivation strategies on salary packaging.

Table 4.17: Awareness on IHI Salary Packaging as Employee’s Motivation Strategies

|  |  |  |  |
| --- | --- | --- | --- |
| **Motivation strategies** | **N** | **Mean** | **Std. Deviation** |
| Competitive salary package offered | 92 | 1.35 | .479 |
| Equal pay for work comparable | 92 | 1.76 | .429 |
| Salary on qualification & job weight | 91 | 1.73 | .449 |

Source: Field Data (2015)

In Table 4.17, the study shows that the big numbers of respondents were aware with the improvement of working condition as the motivation strategy for employees. Most of them they aware of equal pay for work comparable and salary on qualification and job weight but on the issue of competitive salary package offered they are not aware of that in the institute.

# **4.6.4 Awareness of Employee’s Motivation Strategies on Supervisory and Leadership Styles**

The study was looking on the employee’s motivation strategies on supervisory and leadership styles. In Table 4.18 present the results of awareness on supervisory and leadership styles as employee’s motivation strategies.

Table 4.18: Awareness on Supervisory and Leadership Style as Employee’s Motivation Strategies

|  |  |  |  |
| --- | --- | --- | --- |
| **Motivation strategies** | **N** | **Mean** | **Std. Deviation** |
| Mentor & advice staff | 90 | 1.47 | .502 |
| Encourage good work relationship | 88 | 1.40 | .492 |
| Promotion is on merit bases | 90 | 1.42 | .497 |

Source: Field Data (2015)

The results on Table 4.18 shows that awareness on supervisory and leadership style as employee’s motivation strategies a big number of respondents they aware most on the promotion bases on merit to be taken as employees motivation strategy, also promotion is on merit bases is another strategy which is non by most of respondent.

David (2008) leveled that there are strategies of retaining employee including to build and strengthen links by providing mentors, design work in teams, foster team cohesiveness, encourage employee referrals, encouraged and supported community involvement, i.e. Through community services organizations and recreational leagues.

# **4.6.5 Awareness of Employee’s Motivation Strategies on other Factors**

The researcher asked this question so as to understand the awareness of employee’s motivation strategies on other factors.

Table 4.19: Awareness on other Factors of Employee’s Motivation Strategies

|  |  |  |  |
| --- | --- | --- | --- |
| **Motivation strategies** | **N** | **Mean** | **Std. Deviation** |
| Overtime & extra duty allowances | 91 | 1.74 | .443 |
| Human resource financing | 36 | 1.64 | .487 |
| Comprehensive HR information system | 89 | 1.75 | .434 |
| Work force mgt & utilization | 88 | 1.68 | .468 |
| HR for health insurance | 88 | 1.74 | .442 |

Source: Field Data (2015)

Table 4.19 shows that the results of other motivation factors like overtime and extra duties, human resources financing, comprehensive human resources information system at all level. The findings shows that the medium number of respondents they were aware of the mentioned motivation strategies all other factors are well known to employees of which is a good sign that employees will question if things are not well.

# **4.7 Item to Improve for Motivation of IHI Employees**

The researcher examined respondents’ about their views regarded what item to be improved that resulted to greatest impact on motivation of IHI employees as show in Table 4.20.

Table 4.20: Item to be Improved for Motivation of IHI Employees

|  |  |  |  |
| --- | --- | --- | --- |
| **Factors** | **N** | **Mean** | **Std. Deviation** |
| Salary | 98 | 1.60 | .492 |
| Benefits | 98 | 1.15 | .362 |
| Management | 98 | 1.61 | .490 |
| Physical work environment | 98 | 1.07 | .259 |
| Working hours | 98 | 1.00 | .000 |
| Training | 98 | 1.18 | .389 |
| Other | 98 | 1.06 | .241 |

Source: Field Data (2015)

The findings from Table 4.20 stated the item to be improved so as to make employees to be motivated at IHI are the medium number of respondents said that the salary payment if would be improved would reduce employees low morale together with management who are the overall activities of the organization if at all well managed and implement well it strategies of motivation the performance of individually as well as the organization will be achieved, thus organization will meet its objective and its image well of known in a positive way. The very minimum number consider of benefits, training and physical work environment to be well improved. This implies that salary and management if well improved employees will be satisfied and hence they will produce more. By producing more organization will reach its target.

# **4.8 Discussion of the Findings**

The findings have shown employee motivation strategies and organization performance is a serious issue in Ifakara Health Institute (IHI) with different factors that influence employees’ to lose moral.

The quantitative research paradigm with the help of SPSS used to analyse data derived from objectives of study. The objective of the study was to look on the best various strategies on how employees can be motivated which resulting to organizational performance, and how are they implemented, monitored and controlled. Research questions were answered. Questionnaires were given to respondent and the results found Questionnaires were distributed to IHI employees in Headquarters (N=118). Six of sample size where from management level.

In the demographic section of the survey, the following responses were collected: sex, age, level of education, and years in service. The 55 (56.1%) were male and 42 (42.9%) were female and 1 (1.0%) missing. Almost 44 (44.9%) were of the age between 26 and 35 years, 42 (42.9%) were of the age between 36 and 45 years. Those who possess PhD were 17 (17.3%), Master degree were 49 (50.0%), and 29 (29.6%) possess First degree, 3 (3.1%) diploma holder. The majority of the respondents 49 (50.0%) were of the holder of Master’s degree that simplify the questionnaire filling.

Basing on the domains of employee motivation strategies and job performance at IHI, the findings showed that poor motivation, insufficient salary, insufficient retirement and management ranked high than others. Management has been identified as a factor with great impact of motivation ranked as 1.61 a medium of respondent agreed. Poor motivation is the first rank as a factor of employee motivation to be agreed with a medium of 1.64 respondents. The second to be ranked is insufficient salary of a medium 1.49 respondents who agreed with the statement. The third followed by insufficient retirement of which a medium of 1.34.

Salary and incentives have been identified by a researcher as a results to performance both are ranked as 39 (39.8%) agreed with the statement followed by incentives 15 (15.3%) respondent agreed with the statement.

The study found that the reasons behind the stated domains are poor motivation, insufficient salary and incentives also management provided by the IHI. Also the study identifies domains to be improved for motivation at ihi as Management followed by salary and training ranked a medium of respondent agreed. The least factor for motivation as identified by respondent a minimum of working hours ranked 1.00 agreed by respondent. The domains for motivation which results to performance are Salary, incentives, and management.

Also the researcher identify factor that led to employees’ demoralized in Ifakara Health Institute (IHI) is management, this focus on the policy and guidelines for running institution activities. Most of employees lose moral and that results to organization not to perform accordingly. Management is the one who review and control all strategies organizational policy. So it’s the only tool which can look on the best strategies of motivation which will results to better performance.

Challenges that were caused by lack of proper and attractive motivation strategies at IHI included poor performance and that results to most of employees to leave the Institute, most of skilled and experienced scientist and account left the institute and the results is to lose or lack some funds/money that were raised by scientist that helped the organization to run its operations.

Not only that but also loss of the trained and knowledgeable employees who left the organization as the result the organization incurred more costs to recruit and train new employees. Also the study reveal some key factors for improvement as identified by respondent that salary and incentives are the key to perform better. The researcher find out that if those factors implemented accordingly then the performance of the organization will be seen.

The other challenge was the image of the organization that was affected as the result the new employees couldn’t attracted to join with the institute, not only that also the donors and financial institutions stopped or reduced their help or loans. The last major challenge for losing motivation strategies was the employees who remained/retained suffered from the overloaded work as the result worked long hours and decreased efficiency and poor work performance since the skilled employees left the organization due to lack of attractive and convinced motivation strategies.

Measures to be taken for the improvement of motivational strategies’ at the organization; first there must be a mechanism of weekly meeting with all units to look and listen to their opinion and suggestion for improvements for the benefit of the organization. Through that employees will address what they want to bring motivation and make their life at work place to be peaceful, no stress no worries.

There must be a job security this is resulting to the nature of the contract given to employees at IHI to be short term contract. Contract has to be given based on the life time of the project if the project will be operated for five years then members who are involved in that project has to be given contract based on the life time of that project, to avoid stress that results to poor performance.

Also it is suggested to have responsibility allowances, employee benefits including staff motivation in all areas, which meant personnel, chance to excel academically, encouraging innovation, recognition and appreciation for their work. However, the opportunities for advancement which meant the personal, professional development and opportunity to learn. Lastly, the career development through short and long term training would be the strategy for this level.

The other measures that can be used to motivate employees at Intuitional level were associated with revision of salaries as the means of motivating employees as well as the implementation of performance management, improving working relation and conditions, training and development, communication and transparency, financial benefit according to post, qualification and performance and team work. Also by offering training full time scholarships which resulted to had employees who had required qualification that made them to meet IHI and their expectation. However by scheduling mode of contract for project which its life is more than one year. If project exist for more than one year then contract can be issued according to that period to avoid stress and to lose job assurance.

# **CHAPTER FIVE**

# **CONCLUSIONS AND RCOMMENDATIONS**

# **5.1 Introduction**

In this chapter, the main findings of the study are summarized and conclusions are drawn. The limitations of the study are discussed and based on the results of the study, recommendations are suggested. Suggestions for further research are also given.

The purpose of the study was to find out employee motivation strategies and organization performance at Ifakara Health Institute, Tanzania. Employees’ motivation strategies were studied in order to highlight the suitable motivation strategies which will results to organization performance. Specific conclusions and recommendations which were made were based on the study findings.

# **5.2 Conclusion**

This study attempts to evaluate employee motivation strategies and organization performance at Ifakara Health Institute (IHI). This study mostly identifies motivational strategies which are present at IHI; examined job performance, job satisfaction and identify some of the motivation strategies which will lead to organization performance; and the study recommends some improvements to motivation strategies in IHI.

The findings from the study concurred with the information found in the literature as it relates to motivation, job satisfaction, and job performance. This study supports four of Hertzberg’s (1966) findings that strong determiners of job satisfaction are recognition, work itself, responsibility, and advancement. The study also supports all five-job dis-satisfiers as determined by Hertzberg: company policy and administration, supervision, salary, interpersonal relations, and working conditions.

As study done by Hassan Ally (2014) conducted a study on Employee motivation strategies to job performance a case study of Kilwa district Council. His finding shows that the workers acceptance is heterogeneous in perceiving the motivation strategies provided by Kilwa District council. Highly Motivated employees are very few compared to none highly motivated.

Moreover, many characters of employee demotivation as pointed by a study for Sirota et al (2006) are seen in the field such as some employee feels disposable, inadequate of recognition and reward, inequity/inequality among employees, lack of credible vision.

Based on the study findings above, the study concluded that; salary and incentives especially to middle and lower cadres, status and management responsibility were the major issue for organization to perform accordingly, if they are well implemented and controlled accordingly.

Finally, the study also finds that motivation strategies must be well introduced and controlled then monitored for the betterment of the employees which will lead to good organization performance. The employees are very vital in the organization, without employees nothing can be done. The good performance of employees would give good image of the organization, and good image will lead to excellent performance to the organization through that organization will be able to reach its objectives.

# **5.3 Recommendation**

The study would not be completed without making recommendations. The following are the recommendations that had been captured from the study findings. The study noted several problems associated with employees’ motivation strategies and organization performance at Ifakara Health Institute (IHI). Below are the recommendations.

There should be time-to-time implementation of motivation strategies which will results to super organization performance, to make sure that Ifakara Health Institute (IHI) intentionally attract and motivate its employees. Ifakara Health Institute (IHI) needed to offer competitive salary in comparison to real job market especially Salary Scale for supporting staff to be up-dated, Contracts duration should be expanded and beyond one year contract.

Also unit leader should be involved in IHI strategies especially on the construction and implementation of motivation strategies to reflect employee’s desire and needs. Furthermore Ifakara Health Institute (IHI) had to improve staff benefits to be better than of the other competitive institutions. This would ensure and bring peace and harmony to its employees. The Institute should make sure that employee motivation strategies should be treated to holistic approach on which job securities assured, benefit reviews and employees/staff performance recognition were essentials.

Motivation strategy should target all staff categories, as there is a tendency at Ifakara health institute for staff at all levels to leave the institution. These need to be addressed in order to maintain all level cadres in the institution.

# **5.4 Area for Further Research**

Further research is needed to understand the strategies of motivation to employees and organization performance. By having the systematic and consistence motivation strategies many organizations will understand how to do so as to motivate their employees, and also to enables employee to feel as part and parcel of the organization thus will results to positive performance to the organization. That will enable to overcome the issues of employee dissatisfaction continual working with IHI; to have a mentality of looking or seeking for another job somewhere else.

Also the study was restricted to only Ifakara Health Institute Dar es Salaam head quarter. The study could be extended to include other branches of IHI and or other Institution and organizations.

The study was primarily aimed to look on the motivation strategies which will results to organization performance at Ifakara Health Institute. Future research could be done under employee motivation strategies at public and private organization that can enable to motivate employees at all level.

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# **APPENDICES**

Appendix 1: Questionnaires for Current Employees

Dear Respondents,

I am Rose Peter Philipo, A Master’s degree Student from The Open University of Tanzania conducting research on “Employee Motivation strategies and Organization performance: A comparative study of Ifakara Health Institute, Tanzania”. I am kindly requesting you to fill in the attached questionnaire.

This study intends to gain better understanding of what are the good motivation strategies that will lead to organizational performance. Your participation in this survey is strongly encouraged and will be greatly appreciated.

Confidentiality in your response is highly guaranteed and the results of this study are only for academic purposes.

**Directions:**

1. Do not write your name on the survey.
2. Fill the answer that represents your feelings.
3. If you find a question that does not apply to you, please leave it blank.

Thank you.

Target: **Current Employees**

Data collection techniques: **Structured interview;** Sampling: **Simple random sampling**

Position of Interviewee:.................................................................................................

Date: ....................Name of Branch: .................................

**A. Personal particulars**

Instructions: (Tick the appropriate answer )

1. Sex 1. Male ( )

2. Female ( )

1. What is your age (years)
2. 18-25 ( )
3. 26-35 ( )
4. 36-45 ( )
5. 46-55 ( )
6. 56 – above ( )
7. What is your highest education level?
8. Primary education ( )
9. Secondary education ( )
10. Diploma ( )
11. First degree ( )
12. Master level ( )
13. Doctoral level ( )
14. Length of Employment
15. 1 Month to 12 months ( )
16. 1 year to 3 years ( )
17. 3 years to 5 years ( )
18. 5 years to 10 years ( )
19. 10 years or more ( )

**Objective No. i**

**\* *Employees’ perceptions whilst working at IHI***

1. If the general conditions and working environment remain as it is/the same, the possibility to quit this job will be:-
2. Very low ( )
3. Low ( )
4. Neutral ( )
5. High ( )
6. Very high ( )
7. My perception towards working at IHI can be best described as
8. Very unsatisfied ( )
9. Unsatisfied ( )
10. Neutral ( )
11. Satisfied ( )
12. Very Satisfied ( )
13. I will likely actively look for a new job in the next year
14. Strongly Disagree ( )
15. Disagree ( )
16. Neutral ( )
17. Agree ( )
18. Strongly Agree ( )

**Objective No. i**

***\*Employees’ motivation strategies (Please circle the appropriate answer)***

1. I think about strategies of motivation a lot
2. Strongly agree (2) agree (3) Not sure (4) disagree (5) strongly disagree
3. I am flexible to adapt new motivational techniques
4. strongly agree (2) agree (3) disagree (4) strongly disagree (5) not sure
5. I am generally positive towards new motivational strategies
6. strongly agree (2) agree (3) disagree (4) strongly disagree (5) not sure
7. If i had another strategy i will be of help to IHI by asking them to implement it as soon as possible
8. Strongly agree (2) agree (3) disagree (4) strongly disagree (5) not sure

**Objective No. ii**

**\**Factors associated with employee motivation strategies and organization performance***

13. What do you believe is the primary reason for employees not wanting to work at IHI?

1. Insufficient salary ( )
2. Insufficient retirement ( )
3. Pursue other career goals ( )
4. Poor physical working conditions ( )
5. High stress working conditions ( )
6. Poor motivation ( )

Other............................................................................................................

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

Comments ...........................................................................................................

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

14. What one item if improved, would have the greatest Impact on bringing back motivation to continue working at IHI

1. Salary ( )
2. Benefits ( )
3. Management ( )
4. Physical work environment ( )
5. Working hours ( )
6. Training ( )

Other.............................................................................................................

15. What item do you think is the key for improving performance in your organization?

 (a) Incentives

 (b)Promotion

 (c) Job design

 (d) Salary

 (e) Team work

 (f) Health Insurance

1. Working environment
2. Training and Development

O**bjective no. iii**

***\*Employees’ priorities related to work at IHI***

16. To what extend does the following aspect of the job (motivation factors) influence you to continue working at IHI (Circle the best answer)

 **[1 = Very low, 2= Low 3= Neutral 4= High 5 = Very high]**

| **S/N** | **Variable**  | **Levels of Extent**  |
| --- | --- | --- |
| 1 | Recognition | 1 | 2 | 3 | 4 | 5 |
| 2 | Work itself | 1 | 2 | 3 | 4 | 5 |
| 3 | Personal growth  | 1 | 2 | 3 | 4 | 5 |
| 4 | Responsibility  | 1 | 2 | 3 | 4 | 5 |
| 5 | Achievement | 1 | 2 | 3 | 4 | 5 |
| 6 | Advancement | 1 | 2 | 3 | 4 | 5 |
| 7 | Supervisory and leadership style | 1 | 2 | 3 | 4 | 5 |
| 8 | Working condition | 1 | 2 | 3 | 4 | 5 |
| 9 | Salary | 1 | 2 | 3 | 4 | 5 |
| 10 | Company policy | 1 | 2 | 3 | 4 | 5 |
| 11 | Job security | 1 | 2 | 3 | 4 | 5 |
| 12 | Interpersonal relation | 1 | 2 | 3 | 4 | 5 |
| 13 | Status | 1 | 2 | 3 | 4 | 5 |

**Objective no. iv**

***\*Motivation Strategies***

***\*Best practices for motivating employees***

***......................................................................................................................................***

The aim of this part is to determine if you are aware of any action led motivation strategies offered by IHI from list below: please look at each of the motivation strategies currently offered by the IHI in the table below and indicate in Colum A by circling:-

1= Yes if you are aware of the strategy or 2 = No, if you’re not aware of the strategy

Next on Colum B is motivation strategies, please indicate in Colum B by circling your view of the strategy which should be more effective in motivating employees:-

(1)not at all, (2) to some extent, (3) neutral, (4) a large extent, (5) to a great extent

|  |  |  |  |
| --- | --- | --- | --- |
| **S/N** | **Employee Motivation strategies** | **Are you aware of any of the strategies****Column (a)** | **Rate the strategy according to your view****Column (b)** |
|  |  | **Yes** | **No** | **Not at all** | **To some extent** | **Neutral** | **A large extent** | **To a great extent** |
|  | ***Personal advancement***  |  |  |  |  |  |  |  |
| 1 | Good training and development opportunity | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 2 | Promotion based on performance and competency | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 3 | Succession of leadership | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 4 | Clear human resource development plan | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 5 | Recognition of employee training and achievement | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
|  | ***Improvement of working condition*** |  |  |  |  |  |  |  |
| 6 | Up to date technology to perform | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 7 | Enough and up to date working equipment | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 8 | Fair and motivating employment policies and labour laws | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 9 | Provision of health and wellness programs | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
|  | ***Salary packaging*** |  |  |  |  |  |  |  |
| 10 | Competitive salary package offered | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 11 | Equal pay for work of comparable value | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 12 | Salary payment is based on qualification and job weight | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
|  | ***Supervisory and leadership styles*** |  |  |  |  |  |  |  |
| 13 | Mentor and advice staff on their job | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 14 | Encourage good work relationship | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 15 | Promotion is on merit bases | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
|  | ***Other motivation factors***  |  |  |  |  |  |  |  |
| 16 | Overtime and extra duty allowances  | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 17 | Human resources financing  | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 18 | Comprehensive human resources information system at all levels | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 19 | Work force management and utilization  | 1 | 2 | 1 | 2 | 3 | 4 | 5 |
| 20 | Human resources for health insurance | 1 | 2 | 1 | 2 | 3 | 4 | 5 |

Appendix 2: Interview Guide: Management

Target: **Management Cadre**

Data collection techniques: **Semi-structured interview;** Sampling: **Purposive**

Position of Interviewee:………………………………………………………………………...

Date: ………………….. Name of Branch: …………………..

**Personal particulars**

Instructions: (Tick the appropriate answer /fill the blanks)

1. Sex M ( )

F ( )

1. What is your age (years)
2. 18-25 ( )
3. 26-35 ( )
4. 36-45 ( )
5. 46-55 ( )
6. 56 – above ( )
7. What is your highest education level?
8. Primary education ( )
9. Secondary education ( )
10. Diploma ( )
11. First degree ( )
12. Master level ( )
13. Doctoral level ( )
14. Length of Employment
15. 1 month to 12 months ( )
16. 1 year to 3 years ( )
17. 3 years to 5 years ( )
18. 5 years to 10 years ( )
19. 10 years or more ( )

**Objective no. ii & iv**

***\*Factors associated with employee’s motivation***

***\*Motivation strategies***

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1. What strategies are used to motivate employees at IHI?

…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. How are these motivation strategies implemented, controlled and monitored in your organization?

…………………………………………………………………………………………

…………………………………………………………………………………………

………………………………………………………………………………………….

1. Are there incidences where employees leave IHI ?

a) Yes ( )

b) No ( )

c) I Don’t Know ( )

1. If yes, how is the turnover rate?
2. High ( )
3. Average ( )
4. Low ( )
5. What are the implications of labour turn over in your organization?

………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………….

1. Identify the major motivation strategies that are used to maintain your employees in your organization.

…………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………………

1. How do you meet employees’ expectations at IHI?

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