

**ASSESSING THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION  
AND EMPLOYEE PERFORMANCE IN HIGHER EDUCATION  
REGULATORY BOARDS: A CASE STUDY OF THE TANZANIA  
COMMISSION FOR UNIVERSITIES**

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

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**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: ***“Assessing the Relationship between Employee Motivation and Employee Performance in Higher Education Regulatory Boards: A case of the Tanzania Commission for Universities”*** in partial fulfillment of the Requirements for the Degree of Master of Human Resource Management of the Open University of Tanzania.

.....

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(Supervisor)

.....

Date

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.....

Signature

.....

Date

**DEDICATION**

I dedicate this work to my lovely son, Amani Kalage Hussein, and my parents, my Dad Selemani Abdalla Mfinanga and my cheerful mam the late Asha Said Mrutu for laying the foundation of my education. Without their love and sacrifices they made towards the fulfillment of my education I would not be who I am today.

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## **ABSTRACT**

The study assessing the relationship between employee motivation and employee performance in a higher education regulatory board, the study was conducted at the Tanzania Commission for Universities (TCU). This research used quantitative approach with sample size of 47, TCU workers were purposely selected. Data analysis was conducted using SPSS and descriptive analysis. A detailed discussion on the findings was made based on the responses from the questionnaires and interviews. The study findings revealed that poor performance of the Commission's employees is because of unplanned motivation system within the commission. Finding revealed that lack of staff appreciation, recognition, social gathering and lack of assistance when staffs are in hard time financially is the main cause of poor performance of the employee in the Commission. The survey findings shows that majority of the respondents are more motivated when they take part in general meetings and when are given the opportunity to contribute their opinion on the overall Commission policies. In order to enhance employee good performance, the Commission is advised to plan, improve and maintain factor that motivate staff performance so as to perfect customer services to higher learning institutions.

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**LIST OF ABBREVIATIONS**

HE	Higher Education
HEIs	Higher Education Institutions
HEAC	Higher Education Accreditation Council
HLI	Higher Learning Institution
HR	Human Resource
MHRM	Master of Human Resource Management
MoEST	Ministry of Education, Science and Technology
QA	Quality Education
SPSS	Statistical Package for Social Science
TCU	Tanzania Commission for Universities

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Motivation is one of the major physical and psychological factors that affect productivity. Richard and Aquilino (2016) argue that the process of achieving high productivity is a result of interacting forces. These forces include but not limited to employees training and development (HRD), management development, organizational development, performance appraisals, employees rewards, employees selection and recruitment, human power planning and communication Richard & Aquilino (2016).

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations, Shadare et al, (2009). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees Kalimullah et al, (2010).

Employee motivation is a greatest asset to the organization for significantly higher performance, motivation of employees can affect the performance of employees which in turn can affect the business, goodwill and reputation of the organization. Lilian. J, (2015).



Rafikul and Ahmad, (2008) which confirms that the lack of employee motivation within an institution results in the under-utilization of the potential and skills of employees since they feel that their efforts are not being rewarded in a fair fashion. A motivated and qualified workforce is essential for any organization that seeks to increase customer satisfaction. In this context, motivation means the willingness of an individual to do efforts and take action towards organizational goals.

The challenge for any manager is to find the means to create and sustain employee motivation. Managers should focus on reducing job dissatisfaction like working conditions, salary, supervision, relationship with colleagues, should use motivating factors such as achievement, recognition, responsibility and the work itself. Richard (1991) argues that motivation level of subordinates is a reflection of potential human energy available for production. The unleashing and directing of that energy requires the management to activate the energy source of applying stimuli (incentives).

Performance of employees is significant for organizations, the management should consider improving performance of workers in their companies by encouraging them to do their tasks and duties as efficiently and effectively as possible. Therefore, motivation in firms is absolutely important and necessary because it could change the behaviour of employees in positive ways. That is why many managers believe that when they establish motivated employees in the workplace, they can observe significant achievements in their organizations. Asian Social Science; Vol. 9, No. 9; 2013 ISSN 1911-2017 E-ISSN 1911-2025 Published by Canadian Center of Science and Education. Employee's performance can increase organizational productivity by

varying the inputs needed to attain their expected outputs. However, there are many factors, which affect organizational productivity other than employee performance. Akerlof and Kranton (2010) reported that many organizations would be successful in their goals and purposes if they understand the identity economics. People's identity that is their conception of who they are, and of who they choose to be, may be the most important factor affecting their economic lives and may indicate what would be the most appropriate incentives for them to perform in their job.

There seems to be evidence to confirm the positive relationship between financial factors and job performance in service organizations. Some of the employees in the commission do not perform well according to unplanned mode of motivation compared to their fellows with similar education level and experience. Others are highly motivated but do not perform well due to either negligence or appreciation.

In Tanzania, higher education is the life line for all school children, their parents, guardians, communities, and the country as a whole. Literally all parents, if asked what their key aspirations for their children were, they will, in unison, say: “Quality Higher Education”. This accounts for the sacrifices they make by sending their children to schools and the high social demand for higher education in this country.

Currently, most parents are meeting both opportunity costs and the real costs of feeding and clothing their children up to university level. Poor and needy students are taking loans to pay for their education with the expectation that it pays to be educated. Both parents and students are not wrong. Education, especially higher Education is a great economic investment and an asset for them and the nation in general. Higher Education Development Programme 2010 -2015, (February 2010).

TCU is the regulatory agency in Tanzania mandated to harmonize and streamline accreditation and quality assurance procedures across HEIs in the country. Currently, not many HEIs in the country have in place well organized QA units. Thus, support to TCU as well as HEIs is imperative to ensure that QA mechanisms across HEIs in the country are established and fully functional. Higher Education Development Programme 2010 -2015, (February 2010).

The Tanzania Commission for Universities (TCU) was established on 1st July 2005, under the Universities Act (Chapter 346 of the Laws of Tanzania) to succeed the former Higher Education Accreditation Council (HEAC) which had been in operation since 1995. It is a body corporate mandated to recognize, approve, register and accredit Universities operating in Tanzania, and local or foreign University level programs being offered by registered higher education institutions. TCU also coordinates the proper functioning of all university institutions in Tanzania so as to foster a harmonized higher education system in the country. In order to ensure that such a harmonious higher education system does not compromise institutional peculiarities and autonomy, each University has the legal right to operate under its own charter.

## **The roles of TCU**

### **Regulatory**

Conducting periodic evaluation of universities, their systems and programs so as to oversee quality assurance systems at the universities and in the process leading to new institutions to be registered to operate in Tanzania, and the existing the institutions to

be accredited, and validation of university qualifications attained from local and foreign institutions for use in Tanzania.

### **Supportive**

Ensuring the orderly performance of the Universities and the maintenance of the set quality standards, by providing support to universities in terms of coordinating the admission of students, offering training and other sensitization interventions in key areas like quality assurance, university leadership and management, fund raising and resources mobilization gender aspects in university management and gender mainstreaming, etc.

### **Advisory**

Advising government and the general public on matters related to the higher education system in Tanzania, including program and policy formulation on higher education, and the international issues pertaining to higher education. It is my expectation that TCU will receive your maximum support in implementing its mandate and make University education contribute to the development of the country in general. [www.tcu.go.tz](http://www.tcu.go.tz) (2017).

To advise government and the general public on matters related to the higher education system in Tanzania, including program and policy formulation on higher education will not be enough and effect if the employees not motivated to perform those function properly, TCU employee needs the motivation factors to be implemented, good relationship with the management, recognition on their daily

responsibilities in order to perform well their duties and to make sure that they meet the expected goal of a higher education regulatory board.

## **1.2 Statement of the Research Problem**

Ghafoor (2011) argued that employee's motivation is the most important practice in any organization. In addition to that, Lather and Jain (2005) proposed that motivated employees are the basis of any organization performance, because they possess an awareness of specific goals that must be achieved in particular ways and they therefore direct their efforts towards achieving such goals.

Motivation is the process that raises, directs, energizes and maintains behavior and performance. Motivation promote workers towards the actions which helps them to achieve a preferred task employ effectiveness is a way which can inspire people to their work and can bring more work motivation to their commitment on their own jobs (Rizwan Saleem, Azeem Mahmood, & Asif Mahmood, 2010). Motivation is compulsory for all organization in this world. It can motivate the workers doing their work for to achieve the organization goals. But the organization that learnt the tactics how to manage and use their workers would be good advantages for long term goals.

The organization needed to know how to build how to build and staff the importance of job satisfaction in their organizations is a way for organizational effectiveness Rizwan Saleem, Azeem Mahmood, & Asif Mahmood, (2010). Therefore this was lead the researcher was to conduct the study of employee motivational and employee performance relations in the Tanzania Commission for Universities.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

To assess the relationship between employee motivation and employee performance in the Tanzania Commission for Universities.

#### **1.3.2 Specific Objectives**

- (i) To assess the factors of motivation which influence the employees' performance in Tanzania Commission of Universities.
- (ii) To investigate the role of TCU human resource managers on how to motivate the employee in order to perform.
- (iii) To establish reasons as to why employees at TCU are not performing due to current system of motivation.

### **1.4 Research Questions**

This study was guided by the following research questions:

- (i) How employees in the TCU are motivated?
- (ii) Are there any factors that determine the provision of employee performance to the TCU?
- (iii) Do these factors affect employee performance in the TCU?

### **1.5 Significant of the Study**

The study is conducted to provide an understanding of factors of motivation influence employee's performance the most in the Commission. The researcher believes that the results of the study, the motivation that employees most preferred can be set up to improve employees' performance in the TCU. This can also provide an understanding

to the Commission managers on their employees' toward the motivation that has been given to them. Through this study, effective motivation plans can be developed to improve employees' performance in the Commission. In addition, the need of the employees would be met when the employer know their necessity. Strategies and ways can be developed to improve employees' job performance based on the influence of the factors to the employees. This would help to attain the quality of HEIs education in general and Commission reputations as its employees' performance increase.

### **1.6 Scope of the Study**

The study was undertaken at the Tanzania Commission for Universities.

The study focused on the effect of the relationship between employee motivation and employee performance. The independent variable was employee motivation and dependent variable was work performance (employee). The study also identified the demographic factors which relate to employee motivation and employee performance.

### **1.7 Organization of the Study**

This study consists of five chapters. Chapter one presents background of the study, statement of the research problem, research objectives, and questions, significance of the study and the scope of the study and organization of the study. Chapter two presents conceptual definitions, theoretical and empirical literature review. It provides the research gap and conceptual frame work of the study Chapter three covers research paradigm, research design, area of study, population of the study as well as sample size and sampling techniques. In addition, the chapter presents types of data, methods of data collection, data processing and analysis, measurement of variables,

reliability and validity and finally ethical issues. Chapter four provides interpretation, analysis and discussion of the findings. Finally chapter five present summary of the findings and their implications, conclusion, recommendations, limitation of the study and suggested areas for further studies.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents important definitions, theories, and empirical evidence of the relationship between employee motivation and employee performance, furnishes knowledge on the subject matter. The chapter also discusses the importance of motivation and employee performance which would emphasize on organizational performance.

#### **2.2 Definition of the Keyterm**

Motivation by definition refers to what activates, directs human behavior and how this behavior is sustained to achieve a particular goal. Also it can be defined as the set of processes that arouse, direct and maintain human behavior towards attaining some goals. Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment).

Mitchell (1982) also argues that motivation is concerned with action and the internal and external forces that influence one's choice of action. Motivation is not the behavior itself; it certainly is not performance. In relation to this, Mitchell (1982) proposes his own definition of motivation: "motivation becomes the degree to which an individual wants and chooses to engage in certain specified behaviors".

Rachman (1987) argue that Motivation is giving employees a reason to do the job and put forth their best performance. Also Longman Dictionary of Business English state that motivation is giving a person a strong reason or purpose for acting in a certain way, such as giving employees an extra reward for working hard, or giving customers something attractive to persuade them to buy a particular item.

## **2.3 Theoretical framework**

### **2.3.1 Motivation Theories**

Maslow, Herzberg, John Adair, Vroom have presented theories in an attempt to explain on how motivation can best be achieved within a company or organization. To Maslow, the answer is very simple and lies within his hierarchy of needs. He postulated that there are five different levels of needs and once we happen to satisfy a need at one stage or level of hierarchy it has an influence on our behavior. Therefore, our behavior tends to diminish at that level of achievement and we now put a more powerful influence on our behavior for the need at the next level up the hierarchy. Maslow was highly acclaimed in his explanation of what triggers motivation most. Yet, he lost sight of the fact that human needs are not hierarchical and cannot be generalized within a society or company. Basic needs may differ from person to person, community to community, region to region, and develop and less develop world.

Furthermore, he did not explain how these needs can be achieved that is whether financially or through some intrinsic values within a person. Nevertheless, his contribution on what can trigger motivation for performance is commendable as he identify the existence of human needs and the desire to be motivated to satisfy these

needs. Herzberg on his part used the two factor theory to explain how motivation for greater performance can be achieved. To him those factors which cause job satisfaction are the opposite of those that cause job dissatisfaction - motivators and hygiene factors. The motivators are those factors which provide the sentiments for job satisfaction (intrinsic) and they come from within an individual. On the other hand there also the hygiene factors which creates a suitable work environment (extrinsic).

His explanation acknowledges the fact that motivation is more dynamic in his classification of intrinsic an extrinsic values. Money amongst other things is important to trigger motivation for high performance. In other words money is insufficient in explaining what triggers motivation for high performance. That notwithstanding the two factor theory by Herzberg was bias in it assessment for his survey was carried out within a group of accountants and engineers. Companies or organizations are more diverse cutting across different disciplines and cultural background Akah Ndang William (2010).

The fifty-fifty theory by John Adair illustrates how motivational factors could influence company performance. His theory was underpinned by the fact that fifty percent of motivation comes from within a person and the other fifty percent from the environment mainly from people around us. To him individuals are self motivated (motivation from within or inner motivation) and externally motivated (the quality of leadership). This explains the fact that in as much as financial motivation can come from leadership the inner self motivation may not be influence by money thus creating a situation where money alone will not optimize employee motivation for better performance.

Finally, Vroom came up with the expectancy theory to the understanding of motivation. To him motivation is a product of anticipated value to a person in an action. According to him motivation is increased when the expectancy level for an action is high. The practical application of this theory is difficult as expectancy varies from person to person. However, from the theoretical perspective what is important is the fact that money is a motivator and not the only motivator. For managers and human resource department to optimize employee performance within a company or organization it is important to use the monetary incentives alongside the other incentives (both financial and non financial). Akah Ndang William (2010).

Contrary to Maslow's views, the short answer appears to be the fact that for the majority of people, money is clearly significant and a motivator at work. But to what extent is money a significant motivator and how important depends upon their individual circumstances and the other happiness they derive from work. The bottom line is definitely the extent to which money motivates people to work to the top of their abilities. Even though pay may still compose people tick, there are now a number of other significant influences on motivation. For a lot of people, the feeling of being recognized and valued appears more important than money in motivating them to keep on in a particular job. Laurie (2007, 255).

Herzberg (1986) states that providing employees with opportunities to advance in their company through internal promotions acts as a motivator related to work. Simon and Enz (1995) and Wiley (1997) found that promotion and advancement opportunity to be among the best tools to motivate employees.

Theorists such as Maslow (1954), Herzberg, Mausner and Snyderman (1959), and Alderfer (1972), have sought to explain employee motivation by holding on to the assumption that all individuals possess the same set of needs and therefore prescribe the characteristics that ought to be present in the jobs. These theorists have afforded opportunities to managers to design motivational schemes to influence performance. What need to be answered are the factors of motivation which drive the performance of employees in the Tanzania Commission of University (TCU)

## **2.4 Importance of Motivation to the Organization**

By S.K. Srivastava & Kailash Chandra Barmola Vol. VII, No. 1; June, 2011, Role of Motivation in Higher Productivity; The motivation in the Commission has the various advantages when improved and well implemented will make the employee to perform well and reduce the customer's complains. Also will have the following advantages.

### **2.4.1 Improves Performance Level**

The ability to do work and willingness to do work both affect the efficiency of a person. The ability to do work is obtained with the help of education and training and willingness to do work is obtained with the help of motivation,

### **2.4.2 Helps to Change Negative or Indifferent Attitudes of Employees**

Some employees in the Commission have a negative attitude they think that doing more work was not bringing any credit as the motivation system is unplanned. TCU manager uses various techniques to change this attitude. For example, if the financial situation of such an employee is weak, he gives her a raise in her remuneration and if her financial condition is satisfactory he motivates her by praising her work. Lecture Notes.

### **2.4.3 Helps to Reduce Absenteeism in the Organization**

In some of the Commission, the rate of absenteeism is high. There are many causes for this-poor work conditions, poor relations with colleagues and superiors, no recognition in the organization, insufficient reward, etc. TCU manager removes all such deficiencies and motivates the employees. Motivated employees do not remain absent from work as the workplace becomes a source of joy for them.

### **2.4.4 Reduction in Resistance to Change**

New changes continue taking place in the organization. Normally workers are not prepared to accept any changes in their normal routine. Whereas becomes essential to bring in some changes because of the demands of time. Employees can be made to accept such changes easily with the help of motivation. Motivated people accept these changes enthusiastically and improve their work performance.

## **2.5 Importance of Motivation to the Employee**

There are numerous benefits of having motivated employees:

### **2.5.1 Cost Savings**

Motivated employees were not only working faster, but they were using their creativity to recommend process improvements that can lead to millions of money of saving for your organization.

### **2.5.2 Increased Quality**

Motivated employees were produce quality products, costing you less resource for rework. Reduced turn over: Turn-over doesn't only cost you money to replace the

individuals, but it also slows down your organization's progress while replacements are being trained.

### **2.5.3 Speed to Market**

Everyone wants their product or services yesterday! Actually, the day you release your new product, people were already want a newer version! Having a motivated workforce was ensuring that your product release cycle is reduced minimally.

### **2.5.4 Increased Product Value**

Motivated employees has a better product or service, because the staff feel like this is their product and were want to make sure that it provides real value to the customers. They were go the extra mile to make your product stand out of from the competition!

### **2.5.5 Contributing to a Better Society**

Motivated employees make happy people who contribute to better society.

## **2.5 Employee Work Performance**

Employee performance is defined as a way the individual is performing and behaving. Employee performance is not just tasks and work to be done just to get bonus or pay increase. It is an ongoing process where the main objective is to improve both individual and business performance Baker, D. (1999). Moreover, employee's performance is a process used in most organizations in order to determine the abilities and productivity of the employees and usually employees set their objectives and goals for the upcoming period; they do the best to achieve it, monitor it and develop the right skills Vallerand, (1993). It is also a way to evaluate employees on their

effectiveness at work in the organization through performance appraisals which looks at the weaknesses and strengths of the individual to determine where they might improve

Work performance as a system comprising three main elements arranged in a linear sequence: 1 'inputs', including employee knowledge, skills and competencies (i.e. abilities and attitudes), as well as other tangible and intangible 'resources' 2 human resource 'throughputs' (i.e. activities that transform inputs into outcomes, including, most importantly, work effort and other behaviour); and 3 'outputs', including outcomes from work behaviour; i.e. results.

So, an employee provides work inputs in the form of knowledge, skills, abilities and attitudes, applies these through effort and related forms of work behaviour, and produces a certain quantity of products or services of a certain quality within a certain period of time. Strictly speaking, inputs in the form of knowledge, skills and competencies are not tantamount to performance; they have to do with the employee's potential to perform. John Shields (2007).

## **2.5 Empirical Literature Review**

### **Employee Motivation and Employee Performance**

Some of the available relevant literature has been discussed below to have an insight of the previous work done on the subject. The findings in this area, however, are not consistent. Several studies found a positive relationship between the two variables. Others report on linkages between employee's motivation and employee's performance while others found a negative association between these two variables.



According to Johnson (2005), employee motivation is based on a force that pushes people to make a particular job choice, remain at the job, and put in effort. The other author said employees play more important factors in the success and failure in an organization. Motivation, in the context of work, is a psychological process that results from the interaction between an employee and the work environment and it is characterized by a certain level of willingness. The employees are willing to increase their work effort in order to obtain a specific need or desire that they hold. If the level of motivation increases, the performance of employees also will increase. In other words, motivation level is directly and positively related with the employee performance.

In addition, motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. It is an internal drive to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective.

Motivation in this context is thus described as the economic tool that enables managers and administrators to contract others to achieve stated or agreed targets. Motivated employees tend to play essential roles within an organization whereby making them essential and beneficial. Motivating employees according to Sanzota (1997) is thus not an easy task. Employees are likely to be motivated in diverse ways taking into consideration their various positions or ranks within the organization. For example an employee may be motivated when entrusted with many responsibilities

and being allowed the freedom to take contingency decisions whilst another may prefer monetary rewards. In order for employees to be efficient, it is necessary for management to understand what actually motivates their employees within the environment of the roles employees perform. This is basically due to the fact that strategies involved in the process of employee motivation are considered not to be static. Additionally, as employees draw closer to retirement, the delight attained in work satisfaction becomes more of a de-motivator (Roberts. G, 2005).

Motivation is not directly observable. “Motivation is an internal state that causes people to behave in a particular way to accomplish particular goals and purposes. It is possible to observe the outward manifestations of motivation but not motivation itself” (Denhardt et al., 2008, p. 147). For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status.

According to Jonathan, Christine and Yvonne (2002), motivated people and their commitment are vital to the productivity of the workplace as they were perform with their full potential and with high quality. Michael and Crispen (2009) stated that having a motivated workforce provides the competitive advantage that the organization seeks and better employee performance helps the organization achieve higher productivity. Jonathan, Christine and Yvonne (2002), identified that greater motivation is to have a direct effect on improving productivity through greater effort and possibly innovation. They also stated that motivation leads to a productive with high performance employee who does the best at work, saves time and effort and also

volunteers to do more than what is required. Such employee was a great resource to the organization and a great model to be followed by others.

“If employees are motivated and happy they will do to the work to the best of their ability instead of just doing it because they have to” Ryan & Deci, (2000). Moreover, giving higher responsibilities motivates some employees as Khodov, (2003) stated that employees, who get responsibilities and work hard with the tasks he/she has been given to achieve the objectives and goals of the task; feel that they are engaged with the business which leads them to use their abilities more effectively.

As a result, when employees feel motivated to work are likely to be more stable, productive and innovative and turn out the work with high quality and with their full potential. On the other hand, unmotivated employee are likely spend little time with no effort on work, avoid the work as much as they can, leave the organization as soon as they get another opportunity and they produce low quality work Wigfield, Guthrie, Tonks & Perencevich, (2004).

But, although motivation is important for employee positive performance, their ability to do the work and resources available or given to perform the job are really more important Alexander, Ryan, & Deci (2000). For example, there could be two employees who are doing the same job and performing the same tasks but each one of them is doing it for different goal and motive Park, Kim, Chung and Hisanaga (2001).

Furthermore, unmotivated employees loose the interest on work which leads to leave the work. Leaving of experienced employees affects the work so hardly. So, as long as

employees are motivated, they will have the desire to establish a good reputation as an employee which will lead him to produce more and better Victoria, (2000).

According to Thomas (2009) the main challenge of motivation in workplaces is identifying what motivates each individual employee taking into account his or her individual differences. In other words, individual differences have been specified by Thomas (2009) as the major obstruction for management in engaging in employee motivation in an effective manner.

Armstrong (2008, P. 221) Organizations with positive ambitions could make available a framework within which high levels of motivation could be accomplished through non financial reward systems by the provision of opportunities for learning and development. But personal management skills still have a key role to play in deploying their own motivating skills to get individual within their organization to give their best performance by to making good use of the motivational systems and processes provided by the company.

Employees will demonstrate positive attitudes and behaviours when they perceive that their employer values them and their contribution. They will demonstrate higher levels of performance if the work environment is one in which employees have a voice in the sense that they can share their concerns, opinions and ideas with their employers. Armstrong's Handbook of HRM Practice\_print-ready.indb.

## **2.6 Research Gap**

From the literature reviewed in this study, it is clear that most of the studies that have been researched have concentrated on motivation in general. Jovin Joachim

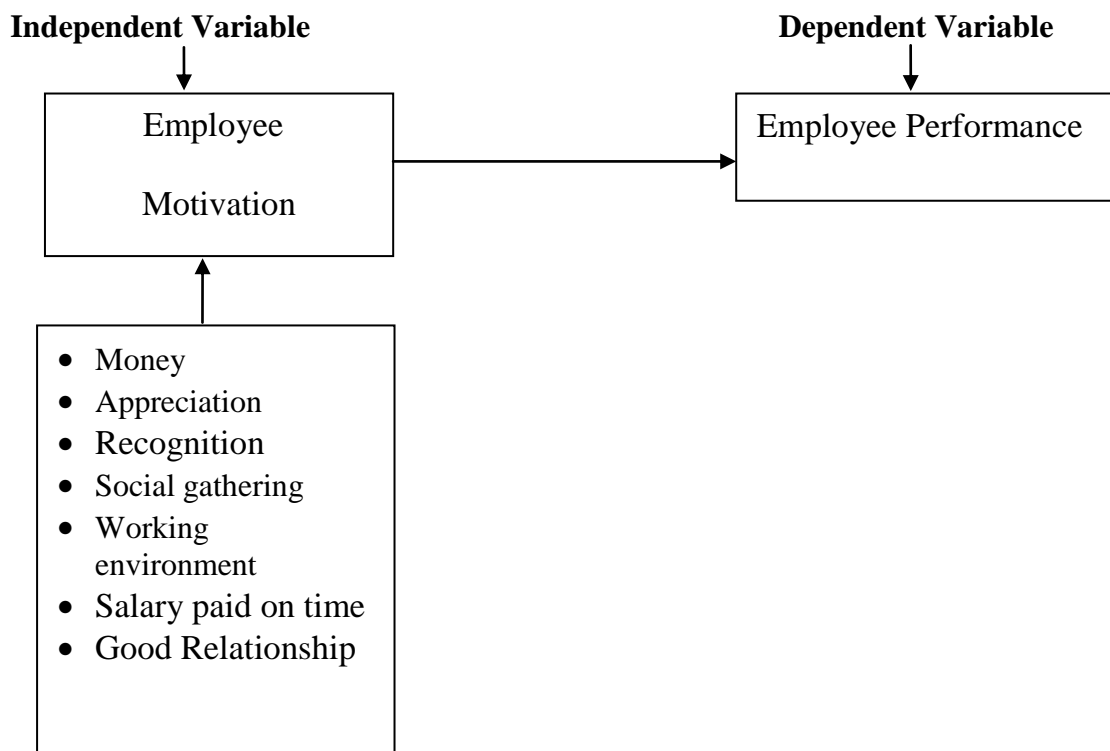
Bitesigirwe (2015), conducted a research on Social needs in motivating employee performance in private schools. Erratul Shela Eshak, Munirah Mohd Jidi & Norlida Zakirai@Zakaria (2015) they conducted a research that was to identify the relationship between motivation and employee performance at private healthcare situated in Malacca, Malaysia. There have been, no Study that has been done to make assessment on the relationship between employee motivation and employee performance in higher education regulatory board in Tanzania. This research intends to fill the gap by assessing the relationship of motivation to employee's performance in the higher regulatory board.

Many researchers have taken issues such as differences in gender, age, experience and level of education etc., and how these may affect or influence employee work motivation extensively. The commonality between these previous researches is the agreement that certain factors are more important as motivational factors than others and that these factors may change from one employee to another. These previous studies have also been taken using different methods, from researches, questionnaires, face-face interviews, but their outcomes have not differed significantly. A possible explanation could be due to the fact that even though these studies were carried out using different methods and target population, the motivator's factors remain same. Hence this study will assess the relationship between employee motivation and employee performance in Tanzania Commission for Universities (TCU).

The purpose of this study is to assess the relationship between employee motivation and employee performance in TCU. The independent variables include employee motivation (Money, Appreciation, Recognition, Social gathering, Working

Environment, Salary paid on time, Good Relationship). The dependent variable in this study is Employee performance. The Figure 2.1 shows the conceptual framework of this study.

## 2.7 Conceptual Frameworks



**Figure 2.1: Conceptual framework of the Study**

Source: Field Data, 2017

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the ways research is conducted in terms of research design, sampling design, data collection methods, measurement scales and methods of data analysis. In this chapter, the relevancy of data obtained will be analyzed and tested by making use of the SPSS software.

#### **3.2 Research Approaches**

The researcher used quantitative design to obtain different measurements of data to assess the relationship between employee motivation and employee performance and qualitative design to obtain different views and opinions from people according to Saunders (1999) a quantitative research method is the “systematic controlled, empirically and critically investigation of natural phenomena guided by theory and hypotheses about the presumed relations among such phenomena”.

#### **3.3 Research Design**

Research design is simply a framework or plan for a study as a guide in collecting and analyzing data (Churchill, 1995) notes that a research design ensures that the study is relevant to the problem and uses economical procedures. The researcher described the relationship between employee motivation and employee performance in the Tanzania Commission for Universities. The first step of this study would be reading on literature related to the study in order to enable the researcher to get an insight on how to investigate the relationship between the study variables.

The function of research design is to provide for the collection of relevant information with minimal expenditure of effort, time and money (Ranjit, 2005). Explanatory research design would be adopted in this study to investigate the relationship between employee motivation and employee performance at TCU. The research design would allow the researcher to analyze the relationship between employee motivation and employee performance after the analysis of the collected data from the respondents.

### **3.3.1 Area of Study**

The study was conducted at one higher education regulatory board that is, the Tanzania Commission for Universities. The institution was selected as the easy access of the information under the study because the researcher is working at the institution. The researcher is familiar with the regulatory board and hence it become easy to obtain data and to get necessary material and assistance.

### **3.3.2 Population of the Study**

The population of the study were 90 comprise of difference cadres in the organization from academic, administrative and technical staff. This were enables the researcher to collect valid and reliable data from these different groups.

### **3.3.3 Sample**

According to Kothari (2007) sample is a collection of some parts of the population to be a true representative of the population. Sample size refers to a number of items to be selected from the population.

The following formula was used to determine the sample size

$$n = \frac{N}{1 + N (e^2)}$$



Where by

n = Sample size

N = Population

e = Level of Precisions (Level of tolerance 10%=0.1)

1 = Constant

$$\begin{aligned}
 n &= \frac{90}{1 + 90 (0.1)^2} \\
 &= \frac{90}{1+0.9} \\
 &= \frac{90}{1.9} \quad 47
 \end{aligned}$$

So n= 47

Therefore number of sample size is 47

The 47 respondents was selected because this is a reasonable number and manageable so as to get good results, instead of having more respondents which is difficult to administer, or having few respondents which are bias as advocated by Rwegoshora (2006).

### 3.3.4 Sampling Procedures

Sampling is a process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individuals for a study in such a way that the individuals selected represent the large group from which they were selected Ogula (2005). Sampling technique defined as a process of selecting a number of individual or objects from a population such that the selected group

contains elements representative of characteristics found in entire group Kothari (2007).

#### **3.3.4.1 Simple and Stratified Random Sampling**

The research was used both probability and non-probability sampling techniques and procedures to select the sample. The purpose of all the two techniques was to help a researcher in selecting units to be included in the sample. Two probability sampling techniques were used, namely random sampling and stratified sampling. Random Sampling is generally expressed as taking a sample “without pattern” or as “haphazard” Cooper, and Schindler (2008). Random Sampling, which is also known as probability sampling, in particular is a sampling whereby every item of the universe has an equal chance of being included in a sample (Kothari, 2008; Bryman and Bell, 2011).

The property of random sampling, according to Ndunguru (2007) is that every possible combination of objects in the population to be studied has an equal chance of being selected. Therefore, in order to get the required respondents the researchers assigned numbers to each individual subject in the population, and then select the required number of subjects by using a random number table. Then, the subjects with corresponding numbers were picked to be included in the sample.

Once an item is selected for a sample, such item was not appearing repeatedly in the sample again. In this study stratified sampling, which is a probability sampling technique wherein the researcher divides the entire population into different subgroups or strata, then randomly selecting the final subjects to be administered with

some questionnaires proportionally from the different strata. In order to determine the required respondents by using stratified random sampling, stratification was based on departments/units where by random sampling was used to ordinary employees from President's Office Public Service Management.

#### **3.3.4.2 Purposive Sampling**

The researcher adopted its definition as the process in which researchers choose participants arbitrary to their unique characteristics or their experiences, attitudes, or perceptions (Cooper and Schindler, 2008). Similarly, the researcher was going through Mugenda and Mugenda (1999) who emphasized that purposeful sampling is a technique that allows a researcher to use respondents who have the required information with respect to the objective of the study. It was therefore be established by the researcher that respondents who are informative, or they possess the required characteristics are handpicked. Respondents picked through this technique was only used to the heads of department and top management.

### **3.4 Procedures for Data Collection**

According the Kothari (2007), procedures for data collection define as the guideline for the collection, processing and analysis of data from selected population. The task of data collection follows after a research problem has been defined and research design chalked out (Kothari, 2007). On this research two types of data, namely primary and secondary data were collected.

#### **3.4.1 Primary Data**

The primary data are those, which are collected afresh and for the first time and thus happen to be original in character. In this study, primary data was collected from

respondents from the Commission through questionnaires and interview to some of the respondents. Questionnaires were designed to answer research questions and attain research objectives.

### **3.4.2 Secondary Data**

Secondary data are those which have already been collected by someone else and which have already been passed through statistical process. Secondary data for this study was collected from books, journal, articles and reports as well as from online sources.

### **3.4.3 Methods of Data Collection**

The designed information was collected from the respondent by the way of questionnaires. Most of the data collected was primary in nature with exception of the few that were collected from the background information and the literature review. In this study information was collected directly from the respondent by means of questionnaires where the individuals were asked questions regarding to their opinion on motivations of the employees by the commission.

### **3.4.4 Questionnaire**

In this study, questionnaires were used in order to cover a relatively reasonable sample and save time Borg, et al., (1996). The decision to use questionnaire was influenced from Yin as cited in Borg, et al, (1996) recommendation that both methods (questionnaire and interview) should be used when doing case study research. Questionnaires were used to collect data about employee's perceptions on motivation that enables them to perform better their daily work (Appendix I).

### **3.4.5 Data Processing and Analysis**

The data was processed and analyzed using Statistical Package and Social Science (SPSS) by analyzing the information from the respondents. The analysis was including descriptive analysis which is used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures to assess the relationship between employee motivation and employee performance.

## **3.5 Reliability and Validity of the Data**

### **3.5.1 Validity**

Validity is the ability of the measuring instruments or research study to measure what is claims to measure. To ensure validity the measuring instruments (questionnaire) was piloted by the researcher in the commission that given to the one of the commission staff with the PhD level of education to test its validity so as to refine it to ensure that respondents were no problem in answering the questions and there was no problem in recording the data. In order to ensure that data collected was valid, the pilot study helped to refine the questionnaire so that to make it ease for respondents to answer the question (Richard, 1997).

### **3.5.2 Reliability**

Reliability is the ability to obtain similar results by measuring an object, trait, or construct with independent but comparable measures (Richard, 1997). Reliability has to do with accuracy and precision of measurement and procedures. Reliability of the tools for data collection i.e. questionnaire was tested before a comprehensive exercise

of data collection to see if the tools can give the consistent response from difference respondent.

## **CHAPTER FOUR**

### **INTERPRETATION, ANALYSIS AND DISCUSSION OF THE FINDINGS**

#### **4.1 Introduction**

This chapter interprets and discuss the findings, the research data were obtained from the Tanzania Commission for Universities. Used the Statistical Package for Social Science (SPSS) version 20 software as the analytical tool to examine and give a brief statement for study collected result. This chapter is made up of two analyses which are statistical package for social science and descriptive analysis. The descriptive analysis is used to explain the respondents' biographical and overall information based on the frequency analysis. Researcher used descriptive analysis to examine the relationship between dependent variable and the independent variables.

#### **4.2 Interpretation of Results**

##### **4.2.1 Presentation of the Descriptive Analyzesis of Respondents' Biographical Data**

Table 4.1 summarizes the descriptive percentage of the respondent's demographic factors including (age, gender, marital status, level of education and working experience). The study finding indicates that majority of the respondents (50%) were aged followed by (25%). Others (16.7%) who's responded that motivation is essential for better performance. Sample size of the respondents was 36 in which (61.1%) male and (38.9%) female. Regarding marital status the findings revealed that (80.6%) of total respondents were married and (19.4) were single. No respondent divorced or widows/widower. In education level respondents with master degree level were (58.3%) whose caring the large number than all respondents in the Commission,

(27.8%) were bachelor degree holders, (8.3%) were PhD holders and diploma holders were few as indicated in the Table 4.1. Employees with more year of experience in the Commission were responded to the factor of recognition on motivation.

**Table 4.1: Description Analysis of Respondents' Biographical Data**

<b>Age</b>	<b>Number</b>	<b>Percentage</b>
20-30	8	17.02
30-40	23	48.93
40-50	12	25.53
50-60	4	8.51
<b>Gender</b>		
Male	28	59.57
Female	19	40.43
<b>Marital Status</b>		
Single	11	23.40
Married	36	76.60
<b>Level of Education</b>		
Diploma	5	10.63
Bachelor degree	12	25.53
Masters degree	26	55.32
PhD	4	8.51
<b>Working Experience</b>		
Less than 4 years	19	40.43
5-10 years	23	48.94
11-15 years	4	8.51
Above years	1	2.13

Source: Field Data (2017)

Interpretation;



#### 4.2.2 Employee Recognition

**Table 4.2: Recognition Factor to Employee Performance**

<b>Recognition</b>	<b>Frequency</b>	<b>Percentage</b>
Not sure	7	14.89
Agree	13	27.66
Strongly agree	27	57.45
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.2 represent respondents' recognition as a factor of employee motivation the majority (57.45%) strongly agree with the statement that, recognition is among the important factor to TCU organization, few of them were just agree, small number were not sure on the statement. This implies that motivation is catalyst of work performance within the organization.

#### 4.2.3 Good Relationship with Management

**Table 4.3: Employee Good Relation with Management**

<b>Relations with Management</b>	<b>Frequency</b>	<b>Percentage</b>
Not sure	7	14.89
Agree	19	40.43
Strongly agree	21	44.68
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.3 revealed that greater percentage of the TCU employees strongly agreed that good relationship with management motivate them to performance better on their daily work, 19 of the respondents were agreed with the questions and 7 out of 47 a small number of frequency were not sure with the statement.

#### 4.2.4 Descriptive Analysis on Office Location

**Table 4.4: Office Locations**

Office Location	Frequency	Percentage
Not sure	7	14.89
Agree	13	27.66
Strongly agree	27	57.45
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table. 4.4 indicates that greater percentage of TCU respondents strongly agreed that organization's office location motivate them to perform their duties better while few of them agreed with the statement and others were not sure with the statement as indicated above.

#### 4.2.5 Descriptive Analysis on Incentive (Money)

**Table 4.5: Money as Incentive Motivation**

Money	Frequency	Percentage
Strongly disagree	3	6.38
Disagree	2	4.26
Not sure	5	10.64
Agree	18	38.29
Strongly agree	19	40.42
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.5 1 indicates the respondents percentage on statement which strongly agreed, few were not sure while small frequency number disagree with the statement as indicated above. This indicate that money is not only the factor of working performance.

#### 4.2.6 Descriptive Analysis on Salary

**Table 4.6: Salary as the Motivator Factor**

<b>Salary</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	5	10.64
Disagree	9	19.15
Not sure	10	21.28
Agree	20	42.55
Strongly agree	2	4.26
<b>Total</b>	<b>36</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Salary is what someone has been paid after doing a certain job or in another way salary is the output of what you're doing. Table 4.6 indicates that the majority 20 of the respondents were agreed that salary motivate them to the better performance in the Commission, only 2 frequency number which represents strongly agreed with the statement.

#### 4.2.7 Payment of Salary on time

**Table 4.7: Payment of Salary on Time**

<b>Payment of Salary on Time</b>	<b>Frequency</b>	<b>Percentage</b>
Not sure	4	8.51
Agree	16	34.04
Strongly agree	27	57.45
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.7 indicates that the great percentage (91.49%) of TCU employee strongly agreed and agreed that salary paid on time motivate them to perform their job better. Few of the respondents (8.515) were not sure whether or not salaries are paid on time. This was the one of factor that indicates the higher working performance.

#### 4.2.8 Good Working Environment

**Table 4.8: Good Working Environment**

<b>Good Working Environment</b>	<b>Frequency</b>	<b>Percentage</b>
Disagree	2	4.26
Not sure	4	8.51
Agree	26	55.32
Strongly agree	15	31.91
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.8 results revealed that the majority of TCU employees were agreed that good working environment is among of the factor to motivate them on performance while some of them strongly agreed with the statement. So there is need for the organization to take into serious note of the case of working environment simply because the result deputed that working condition is very important for working performance.

#### 4.2.9 Descriptive Analysis on Appreciation

**Table 4.9: Descriptive Analysis on Appreciation**

<b>Appreciation</b>	<b>Frequency</b>	<b>Percentage</b>
Not sure	6	12.77
Agree	25	53.19
Strongly agree	16	34.04
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.9 shows the finding and the result indicates that greater number (41) of TCU respondents strongly agreed and agreed that appreciation is one of the factor to motivate the employee performance while few of them were not sure. This imply that TCU should keep into consideration the factor of appreciation as the one way of boosting working performance.

#### 4.2.10 Descriptive Analysis on Employee Financial Assistance

**Table 4.10: Employee Financial Assistance**

<b>Employee Financial Assistance</b>	<b>Frequency</b>	<b>Percentage</b>
Disagree	4	8.51
Not sure	17	36.17
Agree	18	38.30
Strongly agree	8	17.02
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.10 Indicates that TCU respondents were agreed that employee financial assistance during the hard time is factor of motivation to the employee performance, some of them were not sure with the statement. This implied that organization should set as the priority to assist their employees during the hardship period as the angle of motivation, once the internal customers (employees) were motivated will cause the high working performance.

#### 4.2.11 Descriptive Analysis on Employee Health Insurance

**Table 4.11: Employee Health Insurance**

<b>Health Insurance</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	6.38
Disagree	2	4.26
Not sure	6	12.77
Agree	23	48.94
Strongly agree	13	27.66
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.11 Indicates that greater percentage (48.94%) of TCU respondents were agreed that employee health insurance is the most factor of motivation to the employee performance, also (27.66%) of respondents out of 47 strongly agreed with the question, while other (23.26%) were not sure, disagree and strongly disagree with the question.

#### 4.2.12 Employee Social Gathering

**Table 4.12: Employee Social Gathering**

<b>Social Gathering</b>	<b>Frequency</b>	<b>Percentage</b>
Disagree	2	4.26
Not sure	19	40.43
Agree	16	34.04
Strongly agree	10	21.28
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.12 indicates that 40.43% as greater percentage of the respondents are not sure if employee social gathering is among of motivation factors, others 34.04% agreed with the question while only 4.26% disagree with the statement. Therefore the organization should provide the education concerning the important of social gathering in order for the employees to be familiar with and to take as one of the motivation factor.

#### 4.2.13 Descriptive Analysis on Employee Promotion

**Table 4.13: Employee Promotion**

Promotion	Frequency	Percentage
Disagree	2	4.26
Agree	18	38.30
Strongly agree	27	57.45
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.13 indicate that respondents strongly agreed that promotion is among of motivation factor to perform, few were agreed with the statement while others disagree as indicated above.

**Table 4.14: Employees Equal Treatment**

Equal Treatment	Frequency	Percentage
Strongly disagree	2	4.26
Disagree	6	12.77
Not sure	16	34.04
Agree	16	34.04
Strongly agree	7	14.89
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.14 describe the same percentages for those whose agree and that are not sure with Equal Treatment to be the factor of motivation on their performance, the small number of frequency strongly agreed with the statement.

#### 4.2.14 Descriptive Analysis on Employee Decision Making

**Table 4.15: Employee Decision Making**

<b>Decision making</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	6.38
Disagree	3	6.38
Not sure	5	10.64
Agree	24	51.06
Strongly agree	12	25.53
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;

Table 4.13 indicates that the big number of frequency respondents agreed that employee involvement on decision making is one of the motivation factor on performance, among of respondents were not sure with the statement while others were strongly disagree with the statement as indicated above.

#### 4.2.15 Descriptive Analysis on Human Resource Policies

**Table 4.16: Human Resource Policies**

<b>Decision making</b>	<b>Frequency</b>	<b>Percentage</b>
Strongly disagree	3	6.38
Disagree	3	6.38
Not sure	15	31.91
Agree	18	38.30
Strongly agree	8	17.02
<b>Total</b>	<b>47</b>	<b>100.0</b>

Source: Field Data (2017)

Interpretation;



Table 4.16 indicates that greater percentage agree that HR policies is among of the motivation factor of performance, others were not sure and strongly agreed with the statement as shown above.

#### 4.2.16 Descriptive Analysis on Comparison between Recognition Versus Age

**Table 4.17: Comparison between Recognition Versus Age**

Age Range		Recognition			Total
		Not sure	Agree	Strongly agree	
	20-30	2	2	4	8
	30-40	5	9	9	23
	40-50	0	5	6	11
	50-60	0	2	3	5
<b>Total</b>		<b>7</b>	<b>18</b>	<b>22</b>	<b>47</b>

Source: Field Data (2017)

Interpretation;

Table 4.17 indicates the comparison of recognition with age also have implications on motivation, respondents large number of the age range between 30-40 strongly agreed, also oldest age ranging 50-60 were strongly agreed that recognition is the factor of motivation to performance.

### 4.3 Discussion of the Findings

The research examines the relationships between employee motivation and employee performance in TCU. According to the table one from chapter four, the researcher revealed that, 50.0% of majority responded are between 30-40, revealed that,

employees of that age are young and powerful in performing their duties with new ideas, therefore need to be motivated in order to perform compared to those with different ages that will be satisfied ease on motivation, thus affect the level of performance in the commission, the old age workers have a lowered motivational drive to perform new tasks, they also have reduced motivational needs for career progression and importance for job security. The results also indicated that, age have motivation implications on performance.

The findings shows that males are highly needs to be motivated in order to perform their duties than females as male are many responded to the questionnaire in the commission, in line with question number 3 on demographic factors which affecting employee performance in the organization, the results revealed that males are in needs to be motivated to perform their duties effectively than females, Notwithstanding, to motivate female also will bring them to the attention to perform their duties better because their mind will be settled from worrying about their family and home needs, female are taking care of their family than men although are the few. From the factor of working experience also indicated that, the majority of employees whose has few years in the organization they are highly motivated with appreciation to perform their daily duties in the organization than who's with many years. Results revealed that, the majority of the Commission's employees are married.

Therefore, to motivate them will make them to stay longer within the organization and reduce the rate of turn over that imply to the cost cutting from recruitment process hence increases the level of performance. In line with question number 2 factor that determine the provision of employee performance at TCU, the findings show positive

and significant recognition, good relation with management, promotion and office location as no any respondent who she or he disagreed compared to other factors of motivation like salary, health insurance, financial assistance during the hard time and social gathering, have some of the respondents disagreed and others were not sure.

In line with question number 1 that, how the employees at TCU are motivated, this question answered by interviewing some of the officer in the organization, they responded that their very happy with the office location as the office is located to opposite Mlimani City Mall the place where they can have their home needs as they spend more time in the office performing their duties. Also they are motivated due to the money given on extra working hours when they prepare the Commission meetings known as lunch allowance, the token given when preparing and during the higher education exhibition, house allowances and the token given and “Vitenge” at Mei day also motivate the Commission’s employees on their performance.

This finding indicated that most of the Commission’s employees were very happy when they were considered on decision making. The findings shows that majority of the respondents are more motivated when they take part in general meetings and they are given the opportunity to contribute their opinions on the overall Commission’s policies. The findings equally illustrates that it is the responsibility of the managers to motivate the employees which creates an enabling ground for high performance within employees. This view has a direct correlation with John Adair’s fifty-fifty theoretical reasoning on how employees can be motivated for higher performance within a company. John Adair presupposes that fifty percent of motivation comes from within a person and the remaining fifty percent comes from the environment. To

him, within these external factors; the nature and quality of leadership within a company is very important. This therefore justifies the fifty-fifty theory of John Adair. John (2006), 38-41.

The finding indicated also a healthy employee relationship with management is essential for the employees to find their work interesting and perform their level best. It is important for everyone to understand that one goes to his organization to work and conflicts must be avoided as it is nothing but a mere waste of time. Employees must be comfortable with each other and work in harmony towards a common goal. An individual cannot remain silent and work for infinite hours, he needs people around to talk to and discuss his ideas.

Some of the TCU workers have displayed negligence towards their work through offering insufficient service to their customers and stakeholders that was geared by unplanned motivation system to its employees. This has been manifested by the absence of motivation policy established by the responsible Ministry for long period.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusion, recommendations and areas for further study. The main objective of the study was to examine the Relationship between Employee Motivation and Employee performance in Higher Education Regulatory Board; a Case of Tanzania Commission for Universities.

#### **5.2 Summary of Findings**

The primary purpose of the study was to examine the relationship between employee motivation and employee performance in Higher Education Regulatory Board. Various statistical techniques used to analyze data derived from objectives of study. Research questions were answered. The study findings show that the majority of the respondents (50%) were aged between 30-40 years followed by (25%) who aged 40-50 years. Others (16.7%) were aged between 20-30 years while few of the respondents aged above 60 years (8.3%). Sample size of the respondents was 36 in which (61.1%) male and (38.9%) female. Regarding marital status the findings revealed that 29 which make (80.6%) of total respondents were married and 7(19.4) were single. No respondent divorced or widows/widower. In education level respondents with master degree level were 21(58.3%), 10 (27.8%) were bachelor degree holders, 3 (8.3%) were PhD holders and 2 (5.6%) are diploma holders. 17 (47.2%) with 5-10 years working experience, less than 4 years were 15 (41.7%), 11-15 years were 3 (8.3%) and 1 (2.8%) of the respondent has working experience for more than 15 years.

Findings also revealed that, different kinds of motivation packages were available to TCU workers, whereby employees they are given housing allowances, some of them transport allowances and other incentives furthermore, Lindner (1998) in his study found out that good working conditions cannot motivate the employees in themselves, but can determine the employees' performance and productivity. Despite the other factors being mentioned by respondents, still recognition and good working conditions are considered to be the major motivational factors influenced employees to have better job performance in the study area.

### **5.3 Conclusion**

It is clear from the study that the employee's motivation has direct impact on employee performance. The empirical results of this study show that the motivation of the employee has advantages to the employee and the commission and the organization will keep the loyalty of the employee at the high peak. Also, the employee will trust their commission, supervisor and management. From these observations of facts it is clear that TCU can survive and grow by taking care of their employees

Recognition plays an essential part in enhancing employee motivation towards organizational tasks. By appreciating the employees for their work done and giving them participation in decision-making, internally satisfies them with their job, organization and organizational environment. Thus their enthusiasm and motivation towards accomplishment of tasks increases.

The research study has shown that management can make use of different tactics strategies and policies to motivate employees in work settings, but different tactics,

strategies and policies would have a different motivational impact on diverse people. A motivation strategy may possibly have the power of enhancing motivation in one way and diminishing it in others. To make sure the success of motivational tools, it is important to consider the uniqueness of the situation and the diversity of the concerned group.

It is the job of management to consider different alternatives according to situation. This study highlights various aspects necessary for motivating employees to improve their performance in the TCU. This research might assist managers and workers to realize their obligations towards the performance of organization. This study would assist to restore the organization in better functional status and ensure the effective and smoothing existence in the purpose of increasing the performance and reputation of organization. In a nutshell, this study is useful for TCU to determine the suitable motivation to improve and maintain their employee's job performance.

#### **5.4 Recommendation**

Employees in the Tanzania Commission for Universities need to be motivated constantly. They need to be encouraged to put their best for the Commission. They need to be made comfortable to put all their efforts and achieve both Commission and personal goals. Based on the findings the following recommendations are hereby suggested:

A further effort to motivate workers is required by the commission. Issues to be addressed include: There is a necessity to improve on some of the preconditions as stated by Herzberg, which therefore calls for improving certain specific base line

factors through: The need to improve on supervision of the employees at all levels of the Commission. The need to improve on the working conditions at the Commission especially for the lowest cadres.

There is need to improve on the job security of the TCU employees. Management should also improve on the management style by guiding the employees through regular staff meetings. Once all the hygiene factors are improved then the motivators as stated by Herzberg will have an increased impact than they already have. The responsible Ministry and the Commission are responsible to design good policies of motivation to their employees; the commission is very crucial organ which can facilitate quality of education in order to comply with the Nation's slogan of industrial economics. The management should have clear chain of communication with the employees this will make it easy for them to know the various needs of the employees and make it easy for them to cater for their employees needs. It would also help foster an environment of trust.

However, because human resource practice is critical to the major activities of the Commission, it cannot be left entirely to personnel experts in the human resource department but also in the other departments have to be involved in the delivery and drive of human resource policies Storey, (2001:7).

Human resource management in servicing the TCU should provide some incentive factors such as payment, freedom, promotion, friendly environment, recognition to motivate their workers to improve their performance. Indeed, motivation factors have an influential function on performance of workforce, as all organizations opt to



enhance the efficiency in terms of improving the work of employees. Employees usually have to work more than eight hours a day at their offices. In addition, modern life impacts human's work and make them to spend more time and high physical force in workplaces so as to deal with work tasks and possible problems. Thus, for this reason, managements should identify the individual factors as they determine the drive of employees toward achievement of organizational goals. This study believes that incentive factors are able to motivate the workers to increase their productivity and performance.

### **5.5 Limitation of the Study**

The major limitation which the researcher faced during data collection was commitment of the respondents. Due to the reason that the organization was in the task of design the new admissions procedures and reviewing of higher learning institutions programmes, the respondents were busy even to fill questionnaires was difficult. Sometimes questionnaire were misplaced, and time for follow-up was not enough, more time was required and the researcher working in the same Commission. For the purpose of solving those challenges the researcher decided to make close follow-up the questionnaires from the respondents by insisting them to fill it. Moreover, the researcher allocated more time for making sure that the questionnaire was filled.

Data was collected from a single centre of the TCU which has no zones or branches where would help the researcher to get many respondents and is the only main higher education regulatory board mandated to advise the government on higher learning education.

## **5.6 Area for Future Research**

The study assessed the relationship between employee motivation and employee performance in the TCU. Suggestions for future studies; other researchers should consider to investigate the relationship between employees' motivation and performance in the Higher Learning Institutions as they are responsible to provide the quality of education. Furthermore, due to the results from the respondents whose not sure on the factors like Employees Equal Treatment, Employee Social Gathering, and Employee Health Insurance are among of the motivator factors, the researcher may further study on these factors especially on learning institutions.

Future research should seek additional performance outcomes at the job level from larger samples with increased statistical power. Measures with few items are more prone to unreliability than summated measures with greater numbers of items (Spector, 1992). Future research should seek to develop more complete measures of employee job satisfaction tapping multiple dimensions of their job quality.

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## APPENDIX

### Appendix 1: Questionnaire

#### Part 1: Introduction

Dear Sir/Madam,

Dear respondent, my name is Ms. Asina Selemani Mfinanga a master of Human Resource Management student at the Open University of Tanzania. I am carrying out a research on Relationship between Employee Motivation and Employee Performance as part of the requirement for the award. You were sampled as a person suitable to provide the information required. I request you to spare part of your valuable time to fill this questionnaire. The information you provided will be treated ethically with the degree of anonymity and confidentiality it deserves. Should you require any further information you can contact me at 0717 431 200 or [ngwedeluvallah@yahoo.com](mailto:ngwedeluvallah@yahoo.com).

#### Part 2: Personal information

1. Your age (please tick the appropriate answer)

a. 20-30 years ☐ 30-40 years ☐ 40-50 years ☐

b. 50-60 years ☐ 60 + ☐

2. Gender (please tick the relevant answer)

Male ☐ Female ☐

3. Marital Status (circle the relevant answer)

a. Single    b. Married    c. Divorced/Divorcee    d. Widow/widower

4. Academic qualifications (please tick the relevant answer)

- a. Certificate ☐ b. Diploma ☐ c. University degree ☐  
 b. Master's degree d. Doctorate and above

5. How long have you been working at this organization?

- a. Less than 4 years ☐ b. 5-10 years ☐ c. 11- 15 years ☐  
 d. Above 15 years ☐

### Part 3: Motivation factors to Employees

On the scale from (5 = Strongly agree, 4 = Agree, 3 = Not sure, 2 = Disagree, 1 = strongly Disagree) express the extent to which you agree/disagree with the following statements of your attitude towards the organization you work for.

SN	Issues	Strong	Agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly
1	Money is among of the motivation to employee performance						
2	The salary paid to you is enough to cover your basic needs						
3	You are always paid on time						
4	The environment of working condition of your organization is motivating you						
5	Appreciation is the factor for employee motivation						

6	The organization is motivating employee financially in case of difficulties					
7	Recognition is among of the factor to employee motivation					
8	Health Insurance is among of the employee's motivation					
9	Social gathering is among of the motivation to the employees in the organization					
10	The relationship with management at working place motivate employees					
11	Promotion of the employees in the organization is among of the motivation factor					
12	There are prospects for you to develop your career goals profession					
13	There is a relatively equal treatment of employees depending on their efforts, experience and education in this Commission					
14	There is opportunity to express yourself about work related issues to the top management					

15	The transport service can be among of the motivation factor to your organization					
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16. Mention other factors to be considered as a motivator to employees (interview):-

1. ....
2. ....
3. ....
4. ....

#### Part 4: Working Performance

On the scale from 1 to 5 rate the following statements as they relate to your working performance. (5= Strongly agree, 4 = Agree, 3= Not sure, 2= Disagree, 1 = Strongly Disagree)

SN	Issues	Strong (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly Disagree (1)
1	My salary is motivating me to perform harder					
2	The working condition greatly improve one's performance					
3	Your performance is improved over time by the help of the management					
4	There is the relationship of overall work performance compared to your peers' with the same qualifications doing the similar work					
5	You can rate the quality of your work					

	compared to that of your peers' doing the similar work					
6	You can evaluate your productivity level compared to that of your peers' doing similar work					
7	With the current motivation practices the performance of the employees is always going to increase					
8	The employee performance reduces turnover					
9	The employee performance reduces absenteeism rate					
10	Cost effective to the organization linked to employee performance					
11	The working condition is comfortable and allows you to perform accordingly					
12	Are the Human Resource Policies at your work provide information for your work performance?					
13	Are you given information, clarifications and feedbacks on different issues concerned with your job?					
14	Is the office location of your Institution convenient?					

Thank you for your time and co-operation. Your opinions are highly valued. Please be assured that your answers were remaining anonymous