

**ASSESSMENT ON EFFECTIVENESS OF EMPLOYEES MOTIVATION
SCHEMES TO CREATE JOB COMFORTABILITY IN PUBLIC
INSTITUTIONS IN TANZANIA: A CASE OF TANZANIA PUBLIC
SERVICE COLLEGE**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTERS OF HUMAN
RESOURCES MANAGEMENT OF THE OPEN UNIVERSITY OF
TANZANIA**

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: **“Asses Effectiveness of Employees Motivation Schemes to Influence Employees Job Comfortability: A Case Study of Tanzania Public Service College”** in Partial Fulfillment of the Requirements for the Degree of Masters of Human Resources Management of the Open University of Tanzania.

.....

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.....

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DECLARATION

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

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my family for their Love, kindness and righteous care that made me the woman I am today.

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I would also like to extend my gratitude thanks to all departments of Tanzania Public Service College for assisting me in conducting the interviews.

The management for letting me conducts this study at organisation premises and all staffs for their kindly participation they responded to me so openly and wholehearted, I owe to all a great deal of gratitude and I say thank you.

ABSTRACT

Tanzania Public Service College, face similar challenges to other public institutions in Tanzania which includes; employees' performance; low level of output in publications, absenteeism and poor engagement to work. Thus this study intends to advance the understanding and evaluation of motivation schemes to employee's commitment and job comfortability toward improving productivity of Public Institutions in Tanzania. The population of the study consisted of college employees who work in the college particularly those working at headquarter. Descriptive and inferential analysis combined altogether to come up with useful results. On the basis of count R2, the goodness of fit of the logit model confirmed the dependent variable to be explained by independent variable variables by 58%. And the P value of 0.0000 shows the regressors to have significant impact on workers' comfortability. The findings show TPSC workers are not comfortable due to the existing motivation schemes, which are not consistent to meet their requirement. Also findings revealed available motivation schemes not reflecting the institutional worker's needs; poor financial motivation; on call allowances, extra duty allowance, overtime allowance and Housing allowance, rated are outdated and availability of working gears and equipment as well as infrastructure and remuneration are low in TPSC. The study recommended the TPSC to review and restructure motivation schemes to meet the current condition on workplace thereby enhancing workers comfortability. The negative sign on the constant (-9.038273) of logit model means, if all variables remain constant (in absence of motivation) estimated logit become negatively related. Therefore, Provision of Motivation schemes to workers should be a continuous process carefully designed to incorporate various elements.

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LIST OF ABBREVIATIONS

KII	Key Informants Interviews
OPRAS	Open Performance Appraisal Evaluation Report
SPSS	Statistical Package for Social Sciences
TBL	Tanzania Breweries Limited
TPSC	Tanzania Public Service College
UNDP	United Nation Development Programme

CHAPTER ONE

INTRODUCTION

1.1 Background of the Problem

Though for decades the Public Institutions in Tanzania have been facing poor work performance starting to their employees in which lead to un-achievement of Public Institution goals despite having employees with much qualification as those in private sector, Public Institutions fail to give out their best in Tanzania. According to Shattuck, *et al.*, (2008) a key constraint to achieving organization goals includes absence of a properly trained and motivated workforce which in turn give birth to employees' misconducts; absenteeism, frauds and poor performance.

Tanzania Public Service College (TPSC) is among the public institution striving to be the best in providing training and improve performance for civil servants and public at large. Like other public institutions TPSC face similar challenges in employees' performance; low level of output in publications, absenteeism and poor engagement to work. These are among the factors that attracted a researcher to conduct this study supported by the argument of Burney *et al.*, (2007) who argued that "level of performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits".

Effective motivation can create a productive work force, but a lack of motivating factors can leave employees searching for reasons not to give their maximum effort, effective employees' motivation schemes can enhance and improve productivity by creating a work environment that maximizes the factors that affect performance

(Haizlip, 2011). This study will investigate the effectiveness of existing motivation schemes; career development, relationship with management, compensation and benefits and work environment, to see their effectiveness in creating job comfortability to workers at this public institution as stimuli to improve employees' commitment and enhance job performance. The findings from this study may contribute toward evaluation and review of the existing motivation schemes and make them more responsive to employee's needs.

1.2 Statement of the Research Problem

Motivation schemes are the key attributes to employees' job comfortability (Mayhew, 2011), when effective they influence workers' behaviour and attitude toward work, hence affects attainment of institutional goals (Haizlip, 2011). Currently Tanzania Public Services College (TPSC) experiencing low employees performance in which the Open Performance Appraisal evaluation report (OPRAS) of 2014-15 indicates that more than 40 percent of staff didn't reach their agreed targets. Nevertheless the performance trend decelerates from year to year in two consecutive previous years despite of having motivation schemes at workplace for TPSC employees. Therefore, this study aimed on fill this gap of knowledge on factors for poor employees performance at TPSC through the assessment of effectiveness of available motivation that geared to respond to such needs of employees at TPSC to create job comfortability.

1.3 Objectives of the Study

This study contains both general and specific objectives

1.3.1 General Objective

The General objective of this study was to assess factors for poor employees performance at Tanzania Public Service College (TPSC).The study fulfilled this broad goal by assessing the effectiveness of motivation schemes in creating employees job comfortability at TPSC.

1.3.2 Specific Objectives

- (i) To identify the availability of chances for employees' career development at Tanzania Public Service college.
- (ii) To examine employees' relationship with management at Tanzania Public Service College.
- (iii) To evaluate the effectiveness of compensation and benefits schemes at Tanzania Public Service College.
- (iv) To examine the conduciveness of working environment to employees at Tanzania Public Service College.

1.4 Research Questions

- (i) Are there chances for employee's career development at Tanzania Public Service College?
- (ii) Does an employee have good relationship with management at Tanzania Public Service College?
- (iii) Does the compensation and benefits scheme effective at Tanzania Public Service College?

- (iv) Does the working environment conduciveness to employees at Tanzania Public Service College?

1.5 Significance of the Study

The study intend to advance the understanding and evaluation of motivation schemes and their contribution to employees commitment and job comfortability toward improving employees productivity at Tanzania Public Service College, through investigating the effect of management and employees relationship in the institutions, availability of chances for career development availability of acceptable compensation and benefits mechanism and conducive working environment working.

1.6 Scope of the Study

The study was focused on examining the effectiveness of motivation schemes at Tanzania Public Service College by examining motivation factors such as career development, compensation and benefit, employees- management relation and working environment. The intended participants of the study were including members of management (administrators) and working staff; academic and supporting staff.

1.7 Organization of the Study

The study was organised in five chapters whereby chapter one was comprised of introduction, background of the study, statement of research problem, Research objectives, and research questions, Significance of the study and scope of the study. While chapter two were comprised of introduction, conceptual definitions, theoretica lliterature review, empirical literature review, empirical literature review worldwide, empirical literature review in Africa, empirical literature review in Tanzania, research

gap, conceptual framework and Theoretical framework. While chapter three is comprised of introduction, research design, area of the study, Population of the study, sampling design and sample size, data collection methods, data collection tools, reliability and validity of data, data analysis, expected research results. Chapter four is comprised of presentation of research findings and chapter five is comprised of discussion of research findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews various literatures that provide information on the effectiveness of motivation schemes to job comfortability. The general need and importance of this section is the review of the previous works in the relevant area reference and particularly quotations and findings, which address this particular subject.

2.2 Conceptual Definitions

UNDP (2014) defined motivation as “the ability of people, institutions and societies to perform functions, solve problems and set and achieve objectives. “An individual who is motivated is “energized or activated towards an end”. Motivating employees to do well at their jobs is vital, as it is through their efforts that the goals of organisations are achieved. Motivation has two elements: intrinsic and extrinsic. Simply put, intrinsic motivation refers to doing something that one enjoys, while extrinsic motivation refers to doing something in order to receive a particular outcome(*Ibid*).

According to Greenberg and Baron, (2003) definition of motivation could be divided into three main parts. The first part looks at arousal that deals with the drive, or energy behind individual (s) action. People turn to be guided by their interest in making a good impression on others, doing interesting work and being successful in what they do. The second part referring to the choice people make and the direction their behaviour takes. The last part deals with maintaining behaviour clearly defining how long people have to persist at attempting to meet their goals. Motivation can be

intrinsic and extrinsic. Extrinsic motivation concerns behaviour influenced by obtaining external rewards (Hitt, Esser and Marriott, 1992). Praise or positive feedback, money, and the absence of punishment are examples of extrinsic or external rewards (Deci, 1980).

Intrinsic motivation is the motivation to do something simply for the pleasure of performing that particular activity (Hagedoorn and Yperen, 2003). Examples of intrinsic factors are interesting work, recognition, growth, and achievement. Several studies have found positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction (Linz, 2003). Intrinsically motivated employees will perform better and, therefore, be more productive, and also because satisfied employees will remain loyal to their organisation and feel no pressure or need to move to a different firm.

2.2.1 Organization Performance

Performance of any organisation lies in the hands of its employees and in the organisation ability to fully utilise their experience, talent and energy. Identifying and utilising people natural motivations and drive represents one of the greatest potential opportunities for organisations goal achievements and it creates conducive environment where personal and professional goals work together. Motivation drives performance, innovation, excellence, productivity, and profitability, and is an innate component of any organisation human capital (Ringwood, 2000).

2.2.2 Recognition

Employee recognition, according to Herzberg, was most effective if it involved promoting employees to more responsible roles within the company. Giving

employees more responsibility was a form of recognition that conveys the message that employers trust their employees' capabilities when employee goals are closely aligned with organisational goals; this technique benefits both the employee and the employer (Ellyn, 2011).

2.2.3 Career Development

Training and development opportunities can also motivate employees, particularly those who have identified career track milestones or employees whose aspirations are directly tied to their current jobs. Providing on-the-job training for new job skills is effective for front-line employees. This type of training easily translates into higher wages, which combined with acquiring new skills, can significantly improve employee performance.

According to Odukah (2016), he argues that, training is an approach of reducing the knowledge gap through interventions of training on particular skills and abilities. Additionally, he points out that trainings should facilitate an organisation to know what staff is not performing well and what needs to be improved. In this case, improved employee performance may occur because of a quality training program that leads to employee motivation and jobs needs fulfilment. These findings support the view that employee competencies improve through training.

2.2.4 Compensation and Benefit

These are amount of money and other intangible benefits awarded to employee however, the amount and frequency may vary depending on employee's merits and organization scale, which may increase over time due to various factors. For some

employees, regular increases signal employer appreciation, which is also a form of recognition and motivation.

2.2.5 Employees Vs Management Relationship

William (2000) "The deepest desire in human nature is to be appreciated." It does not matter how much you pay someone, everyone wants to know that their efforts are being seen and appreciated, especially by their manager. Good relationship between employees and management signify recognition and appreciation of employee's efforts and their value within the institution.

2.3 Theoretical Literature Review

According to what is mentioned above and through the theoretical framework of the research, we will review simply and clearly the basic concepts of Motivation schemes identify types of motivation schemes, review roles of motivation schemes to workers at workplace and factors affecting motivation schemes. Zurn et al, (2004) defined Motivation schemes as particular plan or form of payment that is intended to achieve some specific change in behavior and by whether being financial or non-financial Motivational scheme, they serve as drive for employees to perform better - and stay in the job through better job satisfaction.

The definition of financial motivation schemes can best be borrowed from Buchan et al., who define it as "one particular form of payment that is intended to achieve some specific change in behavior" (Buchan quoted in Adams and Hicks, 2001). The most common understanding of financial incentives is a transfer of monetary values or equivalents, such as wage increases, allowances, performance-related bonuses or

housing. Adams/Hicks also include the basic salary, allowance schemes, health insurance premiums, housing or housing allowances in this category. Obviously, in practice it may be difficult to differentiate between the basic salary package and additional financial incentives.

While Non-financial motivation schemes are by contrast those incentives that involve no direct transfers of monetary values or equivalents to an individual or group. This includes, for example, granting unpaid holidays, token awards or recreational facilities, as well as recognition and supervision. According to Ellis and Pennington (2004), non-financial incentives are required to give a long-term motivational effect compared to financial incentives. Non-financial incentives are listed as enabling authority, participating in the management, job enrichment, promotion, holidays, better working atmosphere (opportunity of air-conditioning, less noise, etc.) enhance a sense of belonging, supported by Herzberg's theory on notation that primary motivators such as job satisfaction and recognition (non-financial motivation schemes) tend to be internal (intrinsic).

Both financial and non-financial motivation schemes are important to synergistically motivate employees, though recent development in policy and practice of managing employees have over emphasized the importance of financial incentives and underplay the non-financial schemes in motivating health workers (Mathaur and Imhoff, 2006). Effective Motivation schemes has ability to act as a catalyst in creating comfortable working environment and influence workers to love their job and meet targets (Hagedoorn and Van Yperen, 2003), It results from interactions of various motivating factors both financial and non-financial; working relationships, trainings,

availability of working tools and gears, organizational environment, salary and allowances, these factors influence employees comfortability at work place by shaping individual attitude, emotions, beliefs, and behavior toward work.

2.3.1 The Role of Motivation at Work Place

Herkenhoff, (2014) argue that, motivational practices are managerial practices that aim at increasing employee willingness to allocate physical and mental resources to the work. However, managerial practices, such as those associated with some form of remuneration that motivate employees in one culture, may not be motivating when applied within a different culture. For example, employees in Eastern cultures are not induced to work purely because of calculative and instrumental considerations.

Work,(2014) suggest that, “remuneration” that encompasses “the sum of the financial and nonfinancial value to the employee of all the elements in the employment package (i.e., salary, incentives, benefits, perquisites, job satisfaction, organizational affiliation, status, etc.) and any other intrinsic or extrinsic rewards of the employment exchange that the employee values.”

Antoncic (2011), “the loyalty of employees exists in the company, when employees believe in the objectives of the company, accept the objectives as their own, work for the common welfare, and want to stay in the company. The employees to stay in the company this reflect the role of comfortability. Swanson, (2011), argued that, the concept of employees’ motivation is not a new idea. You can even say it has been around since the era of cavemen. The concept may be as a venerable as the existence of employees and employers. The employer would exercise employees’ motivation

through a series of rewards for a job well done. The main purpose of employee's motivation is to use it as a white rabbit to encourage worker productivity. One of the most common new eras of growth of employees' motivation is through the use of work teams. This idea of employees' motivation worked well since it allowed for creative input from a number of employees without restricting the thought of any single person or alienating any one employee in particular.

According to Robert (2012) a motive is something a need or desire that causes a person to act. Motivate in turn means to provide with a motive and motivation comes from some need that leads to behaviors that resulted in some type of reward when the need is fulfilled. The performance that employers look for in individuals' rests on ability, motivation and the support individuals receive.

Wapalila, (2010) argued that high level of motivation symbolizes high level of comfortability at work place for both employees and employers. Motivation puts human resources into action and improves level of efficiency of employees (Harrington, 2003), having the employees only physically, does not mean that you manage to make full use of them (Zurn et al, 2004) it is essential having motivation at work place to respond to employee desire and needs, because motivated employee will not try to get by with little effort; will be more comfortable and oriented on his/her job.

(Hagedoorn and Van Yperen, 2003) argued that, Motivation leads to the stability of workforce; keep employees loyal, make them feel as part of the organization, feel needed and appreciated. The longer the person works in the organization, more

experience he gathers, people are willing to work for one organization for a long time when treated well (Burney et al, 2007).

Cameron et al, (2001) argued that motivation minimize employees' resistance to essential changes taking place into the organizations, they argue that change is the law of nature and organizations have to incorporate different essential ones, flexibility of employees to accept change and willingly take action and implement programs effectively results from a blend of various motivating factors.

Zurn et al, (2004) argued that Motivation brings employees closer to organization; meet employees needs through attractive rewards, promotional opportunities, etc. employees begin to take more interest in their work. The authors' argument agrees upon the role of motivation to shape employees' behavior in merging the interests of the organization and employees' interests, which was result in comfortability of both employees and their employers at workplace.

Both Zurn et al, 2004; Hagedoorn and Van Yperen, 2003; Cameron et al, 2001; and Harrington, 2003, differ in terms of the particular "person" when arguing on role of motivation to create workers' comfortability but, share the same thought that Motivation is an effective tool to shape behavior of employees and creating a comfortable environment at work place for both employees and employers. These arguments show that, motivation should be a continuous process based on needs, wants and desires of employees which change over time and differ among the employees depending on working environment and nature of work. It is important for managers to understand such factors and react accordingly to create workers comfort ability at work place.

2.3.2 Factors Affecting Effectiveness of Motivation Schemes at Work Place

2.3.2.1 Individual Level Factor

Franco et al, (2002) identified factors that may affect the effectiveness of motivation schemes at work place from the individual level, factors like individual background/ demographic characteristics, self concept, belief values, norms and expectations in different outcome in job such as; salary, promotions and career development are thought to affect individual's technical and intellectual capacity hence influence employee comfortability at work place.

Moreover, Tawfik and Kanoti (2003), suggest that intrinsic factors within individual worker may negatively or positively affect the effectiveness of motivation schemes to employee for example when an employee feels a sense of responsibility for his/ her client, getting feedback indicators from client and community such as; recognition or appreciation from management, colleague or community at large, influences comfortability of employees at work place.

2.3.2.2 Organization and System Level Factor

Mathauer and Imhoff, (2006), identified factors that may affect the effectiveness of motivation schemes at work place at the organization and system level, factors such as the organizational working environment with both financial and non-financial motivation scheme such as salary, availability of drugs and equipment, feedback from supervisors, supervision procedures, promotion, reward system, recognition/ appreciation, fairness assessment, training, participation mechanism and intra organization communication process influence employee comfortability at work place. Moreover Marquez and Kean (2002) argued that the lacking some organization factors

such as supportive supervision and feedback from the management lead to health workers' failure to align well with their personal goals with those of the organization.

2.4 Empirical Literature Review

To enrich the study traced various empirical review at Global level, Africa level and Tanzania at larger. These empirical data provide sufficient and contextual information relevant for this study area.

2.4.1 Empirical Literature Review Worldwide

A study conducted in Georgia on Human Resource challenges of public system reform found that workers are poorly motivated by salary to the extent of wanting to leave their jobs (Djibuti et al, 2008), another study conducted in Cambodia, salary in public Institutions was found to cause discomfort among workers at public sectors, where by 80% of the interviewed public health care provider reported to have looked for extra income at private clinics due to low salary, but would not leave public sector due to various reasons such as; developing a strong professional, reputation, job security, training opportunities and career progress (Henderson and Tulloch, 2008).

Despite of those studies having brilliant findings in public sector it is hard to assimilate the findings within the context of education sector especially higher learning Institutions in Tanzania so this signifies the essence of undertaking this study since none of its kind has been conducted. Managers most often fulfill their organizational goals through the work of employees. Thus, managers need to have highly efficient and productive staff members. Although many factors contribute to productivity, job performance is viewed to be the most influential one. Job performance itself is a function of four variables: ability, understanding of the task,

environment, and motivation (Mitchell, 1982). In order to perform well employees, need to have the knowledge and tools that are required for the job as well as the *will* to do what is asked from them. Therefore, motivation can be generally equated with action and the understanding of motivation unfolds to be a key to the success of any private or public organization (*Ibid*).

Motivating public employees is easier said than done. Public workers have a reputation for being lazy and lethargic (Wilson, 1989, ; Wright, 2001). Moreover, the public sector suffers from aging and plateauing employees, who are especially hard to motivate. It is not surprising, then, that the question how public managers can motivate their employees are considered to be one of the three “Big Questions of Public Management” (Behn, 1995).

Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and Griffeth, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

2.4.2 Empirical Literature Review in Africa

UNDP (2014) explained low motivation has been cited as a major factor in Africa’s human resource crisis. For instance, Botswana faced a massive strike of almost 100,000 public sector workers in 2011, resulting in the closure of public hospitals,

schools and waste collection services. As a result, public could not function effectively, smaller public office was shut down and lives were lost. Similarly, in South Africa, public sector employees engaged in a strike in 2007 demanding higher wages that disrupted the nation's health, transport and education services. Workers refused to collect rubbish, maintain power supplies and operate the transport system. Schools were forced to close and hospitals only attended to patients with emergencies, resulting in the loss of lives. The results of both these strikes underline the importance of a public service that is not only efficient and effective, but also motivated.

The South African public sector has been characterized by inefficiency and ineffectiveness in terms of meeting its mandate of providing quality service delivery (Luddy, 2005). Such discrepancies may be attributed to the fact that public sector employees are often faced with a number of adverse factors that impact on their overall well-being. These factors include, inter alia, a lack of motivation as well as low levels of job and life satisfaction (Barbie, 2010). Dissatisfied and demoralized employees tend to have low levels of commitment at work, which, in turn, impacts negatively on performance and the achievement of organizational goals (Saari & Judge, 2004).

Consequently, public sector employees tend to have low levels of job satisfaction and life satisfaction; this has been found to be the leading determinant of poor-quality service delivery amongst government departments (Burke, 2001). Alhassan et al, (2013) in their study conducted to assess Association between worker motivation and services quality efforts in Ghana identified that that working environment as aspect of

non-financial motivation scheme; availability of working tools and gears, conduciveness of working environment, transport to work and career development prospect are important sources of motivation for staff although perceived by staff to be dissatisfactory. These observations, therefore, necessitated a redesign of more comprehensive staff motivation packages that emphasize these non-financial incentives to increase workers' comfortability with their jobs. They went further and suggested that these incentives could be prioritized for funding through allocated sums from internally generated funds (IGFs) of public sector.

Mapolu (1976) observed that once financial motivation lacks in the public Institution what can be observed is; workers reporting late, increase absenteeism on workplace. Nevertheless Michael (1996) pointed out that poor implementation of motivation schemes such as allowances; Transport and house allowance, paid leave and Illness/health/life insurance and funeral arrangement once the employee died or lose one of the family members, perpetuate workers' un-comfortability with their jobs in public institutions.

Gow et al, (2012) in their Study conducted to assess worker Satisfaction and Motivation: An Empirical Study of Incomes, Allowances; overtime allowance, night allowance, paid leave, Insurance and Working Conditions in Zambia argued that, Zambia introduced Health Worker Retention Scheme (ZHWRS) in 2003 to increase health workers' comfortability with their jobs where by health workers received a top-up retention allowance. It was envisaged that under the scheme, doctor attrition rates would be reduced and recruitment into vacant established posts for doctors would be achieved.

In their study Awases et al. (2003), exploring the factors affecting motivation of workers in six African countries identified that poor wages in countries like Uganda and Zimbabwe were the most cause of workers' discomfort ability with their jobs and important factor affecting workers' decisions to migrate.

A study on impact of motivation to workers' performance conducted in Zimbabwe by Mutizwa and Mangiza, (2008), revealed that, despite the provision of conditions such as job security, reassurance, additional or further training and advancement opportunity; supervision and recognition and work itself were not enough to create comfortability of workers at public facilities as long as remuneration was low. However Zimbabweans were thought to have focused more on money rather than other issues due to high inflation and dependency rate at the time.

2.4.3 Empirical Literature Review in Tanzania

A study conducted by Makobwe (2006) on motivation, to investigate motivational strategies employed by Tanzania Breweries Limited (TBL) in Dar es salaam plant and the impact they have on the employee's efficiency, found that employees were not adequately motivated, which led to reduced efficiency.

In order for the management to induce efficiency it deployed close supervision of its employees. She added that most of the TBL employees were not satisfied with the salary packages in relation to increased standards of living. A part from these employees were overloaded with extra working hours in order to cover up the gap left by the retrenchment exercise. She concluded that lack of effective motivation strategy had caused some employees to look for greener pasture elsewhere.

A study conducted by Manongi et al, (2006), on motivation in relation to job satisfaction and frustration among service providers in PHCF's in Kilimanjaro region identified the existence of both financial and non-financial motivation schemes, findings from the study revealed financial motivation schemes were a cause to workers discomfort with their jobs though, financial schemes were important but not as highly valued as supportive supervision, performance appraisal, career development and transparent promotion.

Also they argued that poor mechanisms of allowance provision; overtime allowance, night allowance, on call allowance and performance payment bonuses have caused discomfort among workers in public health facilities. However they identified other factors associated with discomfort of workers in Kilimanjaro region include; lack of staff training, lack of supportive supervision, feedback, and poor referral system.

Findings from a study conducted by Leshabari, (2008) in Tanzania found that salary was among the motivation schemes caused discomfort to health works at Muhimbili National Hospital, were by it was identified to reduced working morale by 50% of the doctors and nurses interviewed. Other factor identified was heavy workload and lack of working gears. Such findings were also found to be consistent with another study, which showed health workers discomfort at work place by a decline in health workers morale in public health facilities (Manzi, 2004).

Motivation of teachers helps to retain teachers at their work places and it includes “materials and psychological needs” as pay on its own does not increase motivation among teachers; however pecuniary motives are likely to be dominant among teachers

in less developed countries. In Sub-Saharan Africa, teachers' motivation is low and it has been detrimental to the quality of education" (Fry, 2003). In most of developing countries including Tanzania, Teachers wages were considerably below the level necessary to ensure their adequate motivation (Fry, 2003).

While entry salary for a teacher with a Diploma in Education in state schools is less than Tshs. 100,000(US\$100), the expenditure for a single teacher per month in rural areas is estimated at a cost of Tshs. 150,000(US\$150). For a teacher with a family of one child, the estimated expenditure was found to be TShs.324 (US\$324), 000(Davidson, 2005). This finding is almost the same as another finding where teachers mentioned that the minimum salary for beginner per month should be at a range of TSHs250, 000-300,000(US\$250-300) (TTU, 2006).

There are a few studies, which have addressed motivation of employees in public academic institution in Tanzania. Motivational issues among workers at the Muhimbili National Hospital can be largely transposed to the Tanzanian public service as a whole, in both rural and urban areas. Indeed, low motivation in the workplace contributes towards the brain drain of manpower in Africa from one country to another or from rural to urban areas within the same country Leshabari et al (2008).

2.5 Research Gap

Despite the relevance of the study, a multitude of studies such as Leshabari (2008); Makobwe (2006); Manzi, (2004); UNDP, (2014); Gow et al, (2012); Awases et al (2003) and Mutizwa and Mangiza (2008) revealing the effectiveness of motivation

schemes at worldwide level, Africa and in Tanzania, neither of the findings from the studies reviewed touched effective motivation schemes at public learning Institution, the aspect that this study investigated; assessing the effectiveness of existing motivation schemes in creating employees job comfortability at Tanzania Public Service College. This study will help pave a way to policy makers and higher learning public institutions to find out the best practice of having motivation schemes that respond to employee's job comfortability, hence contribute in improving the quality service delivery.

2.6 Conceptual Framework

A conceptual framework is a set of broad ideas and principles taken from relevant field of inquiry and used to structure subsequent presentation (Reichel and Raney, 1987).

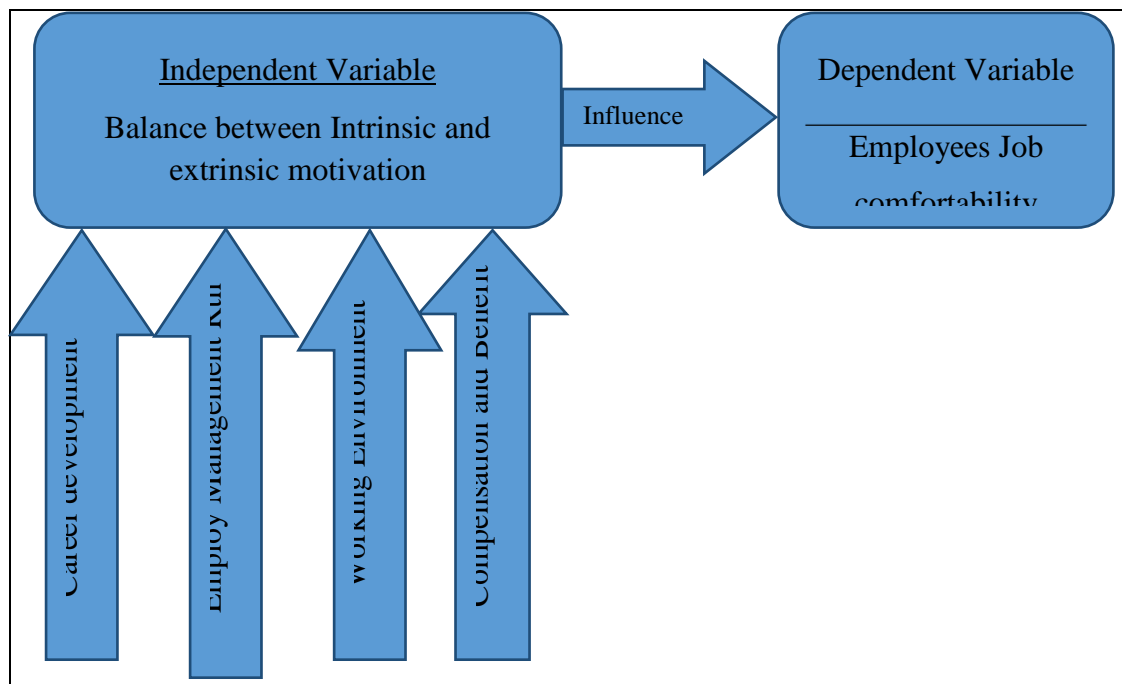


Figure 2.1: Conceptual Framework

Source: Own construction

In this study, dependent variable is employee's job comfortability at Tanzania Public Service College while independent variables career development, compensation and benefit, employees and management relationship and working environment. The interrelationship between and among these variables are presented diagrammatically for supplementary understanding of the study.

2.7 Theoretical Framework

This study was assimilated the Herzberg's (1966) motivator-hygiene theory to study the effectiveness of motivation schemes at Tanzania Public Service College. The theoretical perspective holds that; if balance could be stroked between Intrinsic and extrinsic motivational factors (independent variables); by having responsive motivational schemes such as good working environment that encompass office furniture's, stationeries and organization culture, substantial amount paid as compensation benefits, effective relationship between management and employees via effective rewards and recognition system and career development program the employees will have job comfortability (dependent variable).

The theory divides motivating factors at work place into two categories which in this study are independent variable: Motivator factors, which have something to do with the work itself and this triggers internal motivation to employees' motivation, while Hygiene factors, these which have something to do with the surrounding context. Motivator factors include such things as responsible work, independence in doing the work, and satisfaction arising from the completion of challenging tasks. Hygiene factors include pay, security, and general working conditions.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents how the study was carried out. The main features are study design, study units of inquiry, sample size and sampling procedures, data collection methods, Data collection tools, reliability and validity of data, data analysis and expected research results.

3.2 Research Design

Case study design was used as the research design. The choice of design influenced by the fact that the study was conducted at a single place investigating the single case in depth. Bryman, (2008:52) describes a case study as one, which “entails the detailed and intensive analysis of a single case”. On the outset, the terms “case “is synonymous with a particular location e.g. an organization. A case study strategy provides for an in depth comprehensive study of a person, a social group, an episode, a process, a programme, a community, an institution or any other social unit. Its purpose may be to understand the life cycle of a unit under study or the interaction between factors that explain the present status or the development over a period of time (Krishnaswami and Ranganatham (1983).

3.3 Area of the Study

The study was carried out at Tanzania Public Service College (TPSC) Dar-es-Salaam, which is situated at Ilala District, in Dar es Salaam region. The reason for selecting TPSC is because of easy accessibility whereby the research has much knowledge and

familiarity with the institution. Also the fund allocated is limited thus conducting a study in researchers' workplace was to a large extent cut-loose unnecessary expenses such as stationeries, travelling and meal expenses on top of that Tanzania Public Service College is public institution that's make it a conducive place for this study to fulfill the requirement of conducting this study.

3.4 Population of the Study

The population of the study consisted of 84 college employees who work in the college particularly those working at headquarter.

3.5 Sampling Design and Sample Size

3.5.1 Sampling Design

The study employed purposeful sampling and simple random sampling. Kothari, (2003) defines purposively sampling, as a way of gathering information to specific and certain target person be it officer in of an organization for acquiring the required information. Sample design it refers to the technique or procedure the researcher would adopt in selecting items for the sample. However sample design is determined before data are collected Kothari (2013).

Purposeful sampling was used to select key informants such as head of departments and administrators, who has no substitute. Simple Random Sampling technique used to obtain study unit working staff that are many in number that includes teaching staff and supporting staff.

3.5.2 Sample Size

The size of the sample in research should be determined by whether or not the data obtained from the sample adequately answers the research questions that the research project seeks to address (Marshall 1996:523). The sample size of the study is 51 respondents from various departments; they are classified as; 5 respondents from administration, 10 respondents from planning and information technology, 7 Finance, secretarial 12, library 7 and 10 from records management. Whereby among those, 46 respondents filled questionnaires and 5 respondents were interviewed.

Table 3.1: Respondents Distribution by Departments

Department	Targeted sample	Percentage (%)	Data collection tools	Sample Design
Administration	5	9.80	Interview	Purposive
Planning and Information Technology	10	19.61	Questionnaire	Purposive
Finance	7	13.73	Questionnaire	Purposive
Secretarial	12	23.53	Questionnaire	Random sampling
Library	7	13.73	Questionnaire	Random sampling
Records Management	10	19.61	Questionnaire	Random sampling
Total	51	100.00		

Source: Tanzania Public Service College Employees Register (2015)

3.6 Data Collection Methods

The study was collecting data through primary and secondary data. Primary data are those that are collected by the researcher for the first time. Also they are considered original data, they are collected from the field using personnel interview, questionnaire and discussion, and observation etc. Secondary data are those that have

already been collected by someone else. A researcher has to go through various books, journal and reports these can be published and unpublished materials.

3.7 Data Collection Tools

The researcher employed the following data collection tools to collect information, Questionnaires with structured and open ended questions and desk review. This tool was applied to both key informant respondents and common respondents. The researcher believes the tools captured all the required information for justifying the study objectives.

3.7.1 Questionnaire

Both open ended and closed questionnaire was prepared to provide respondents (secretaries, librarian and records management officers) with an opportunity to give their own views on the prepared questionnaire for research questions. This tool was implemented to 46 respondents selected randomly as per concerned environment. However, after respondents were given time to fill the questionnaires so that the researcher could acquire the required information for justifying the study only 45 respondents were able to fill and return back the questionnaires.

3.7.2 Key Informant Interview

Management members who were Key informants claimed to have limited time to fill out questionnaires hence little adjustment of the tool was made to transform into Interview checklist the researcher and research assistant conducted Interviews and record the responses. A number of 5 key informants were interviewed as senior

members of the organization from various cadres namely, Administrators, Finance, Planning , Information Technology and Manager of Programmes (MoP).

3.8 Reliability and Validity of Data

The study was employed data quality control method in order to ensure accuracy of information obtained from respondents and avoid bias. The study was used pilot study, triangulation data collection tools and ethical issues to increase the quality of data.

3.8.1 Reliability of Data

The pilot study was conducted before the main fieldwork in order to establish the validity, reliability and relevance of the instruments. Also, pilot study was used to determine if the questions in the instruments meet the need of the objectives of the study. The questionnaire was administered to five (5) staff from TPSC Cooperate Office. Discussions were conducted seeking some preliminary information about the real situation. This aimed to check and evaluate the effectiveness and efficiency of the items designed for the study. Information obtained was used to strengthen the questionnaires that were revised on the basis of the respondents from the pilot study. Rwegoshora, (2014)emphasizes that pilot testing helps researcher to identify ambiguities and questions that are not clear, which require corrections, that is crucial in improving data collection tools and increase the consistency. This is significant because reliability test attempts to indicate the extent to which the research tool is without bias (error free) and hence offers consistent measurement across time in various items in the instrument.

3.8.2 Validity of Data

Valid of data; extent to which the research measures what it supposes to measure without bias or distortion (Kamuzora and Jamal, 2008)the instrument; research questions and questionnaires reviewed through by study supervisor to examine whether the number and type of research questions and item questions in the questionnaire measured the concept job satisfactions which is the study concept of interest.

3.9 Data Analysis

During the whole data collection process, data was cleaned and checked for quality. Open ended information from questionnaires was labeled and coded in relation to the conceptual frame work theme (the effectiveness of motivation schemes to create job comfortability) then entered into Statistical Package for Social Science (SPSS) software version 20 and analyzed, whereby frequencies of variables was generated; Tabulation and percentages was used to present study findings.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OFFINDINGS

4.1 Introduction

This chapter presents Data analysis process and the findings of the study conducted at Tanzania Public Service College (TPSC) Dar es Salaam Campus regarding the relationship between the independent and dependent variables for the items; the role of motivation schemes to job Comfortability as a verification of research objectives.

During the whole fieldwork process, a total of 46 surveys were implemented; 29 were self administered and 17 Questionnaires administered by researcher by means reading the questions and records respondents response the total response rate for questionnaires was 45 (97.8%). After cleaned and checked for quality all questionnaires were used in the analysis stage. Open ended information from questionnaires were labeled and coded in relation to the conceptual frame work theme (the role of motivation schemes to job comfortability) before being entered into Statistical Package for Social Science (SPSS) software version 20 and excel office 2016 and analyzed, whereby frequencies of variables were generated; Tabulation and percentages and graphs were used to illustrate study findings. Qualitative data from Key Informants Interviews; the mangers were transcribed and cross theme analysis employed to harness useful information.

4.2 Data Presentation

The results obtained from the data analysis have been presented in tabular form. The adopted procedures for the data analysis were based on the grouped and combined

analysis of related questions, which fell under same specific objective. Through questionnaires research questions on the role of motivation schemes to job comfortability was assessed. The questions intended to measure available motivation schemes, the degree of importance; existing motivation schemes makes employees felt comfortable with their job and influence their decision to remain longer in at Tanzania Public Service College, and factors affecting motivation schemes at TPSC.

Themes developed from qualitative analysis presented by means of quotations in sighting the management perspective on the effectiveness of motivation schemes at Tanzania Public Service College. Herzberg two-factor theory 1959 guided the discussion of findings; evaluating linkages between study's independent variables (Employees vs management relationship, career development, compensation and benefits working environment) and dependent variable (employees job comfortability).

4.3 Research Findings

This chapter presents the data that were collected through research endeavor and highlights the main issues that emerged from the research. The idea is to set out the findings in a clear way such that they could be used independent for interpretation. In doing so findings that are presented reflect the specific objectives sought by the study.

(a) Identifying availability of chances for employees' career development at Tanzania Public Service college, (b) Examining employees' relationship with management at Tanzania Public Service College (c) Evaluating the effectiveness of compensation and benefits schemes at Tanzania Public Service College (d) Examining the

conduciveness of working environment to employees at Tanzania Public Service College.

4.4 Respondents Demographic Information

This section presents demographic information of the respondents based on gender, age, education level, marital status and salary status. Since the study focused on Tanzania Public Service College workers Dar es Salaam Campus. Students, cleaners and security were excluded from the study. It was felt important to get demographic information as the characteristics of the respondents have a bearing on how the workers perform their activities around the study area. The results of this information are presented and discussed below.

4.4.1 Distribution of Respondents by Department

As indicated earlier, the respondents for this study were drawn from six departments 5 (10%) of the respondent were the Administrators, 10(20%) of the respondent from planning and information technology, 7(14%) of the respondent from Finance, 12(24%) of the respondent from secretarial, 7(14%) of the respondent from Library and 10(20%) of the respondent from records management.

Table 4.1: Number of Respondents by Departments (n=50)

Department	Frequency (N)	Percent (%)
Administration	5	10
Planning and information technology	10	20
Finance	7	14
Secretarial	12	24
Library	7	14
Records and Management	10	20
Total	50	100

Source: Field Data

In all 46 questionnaires were distributed to 46 respondents, out of which 45 were returned, hence a response rate of 98 percent (Table 4.1). The distribution structure, help the researcher to reasonably meet the research objectives as it includes nearly all the targeted population by 98%.

4.4.2 Distribution of Respondents by Level of Education

As could be observed on the Table 4.2 the respondents were grouped according to their level of education. The study found that 2(4%) of respondent attained Philosophy of Doctorate, 5(10%) of respondent attained masters' education, 14(29%) of the respondent attained Bachelor education, 18(36%) of respondents attained Diploma education and 11(22%) attained certificate education. Hence researcher believes that, educational factor the fulfillment of the general objective was met as most average percent rely on the middle class. Therefore, the result can't not be exaggerated by the top class- those with masters and PhD's, who most of them where a planning authority hence can favor the outcome if taken independently.

Table 4.2: Number of Respondents by Level of Education (n=50)

Level of Education	Frequency (N)	Percent (%)
Philosophy of Doctorate	2	4
Masters	5	10
Bachelor	14	29
Diploma	18	36
Certificate	11	22
Total	50	100

Source: Field Data

On the other hand, the lower class- who attained a certificate, in some occasionally, they fear to display the truth for defensive purposes. Hence, we can reveal the truth of motivation issues from the study by dealing mostly with neutrality middle class- involves the bachelor and diploma graduate.

4.5 Availability of Chances for Employees Career Development at Tanzania Public Service College

Respondents were asked if they are given chance to attend short and/or long-time training and their response were grouped in racket scale as follows; motivation scheme; 7(16%) Strongly agreed 14 (30%) agreed, and 9 (20%) somewhat agreed if these summed up it give a picture that about 66% acknowledge availability of chances for career development at TPSC. Availability of chances for career development is one of the factors linked to contribute to employees' job comfortability there it is reasonable to conclude that, this signals the existence of employees comfortability with their jobs at TPSC (see Table 4.3). Contrary to findings from employees the findings from Key Informant Interviews (KII) revealed that the administrators believes there are chances for career development at TPSC as one of the managers quoted saying;

“We give chances for our staff to develop their careers we have been sending a number of staff to both long-term and short-term studies in the country and outside the country at various levels from diploma to doctoral level and we are proud of it”.

Table 4.3: Availability of Chances for Career Development at TPSC (n=45)

Response	Frequency (N)	Percent (%)
Strongly agree	7	16
Agree	14	30
Somewhat agree	9	20
Disagree	8	18
Strongly Disagree	7	16
Total	45	100

Source: Field Data

4.5.1 Employees Awareness On Career Development Criteria's at TPSC

Furthermore respondents were asked if they are aware of the criteria used to offer chances for career development where by 26 (57.7%) indicate to have no awareness of the criteria used while 19 (42.2%) reported to be aware of the criteria for career development at TPSC (see Table 4.4). Never the less when asked during the KII managers share the opinion that criteria there is standardized criteria's and these adhere to human resource development principles and labor relation act of 2004, though one of the managers was concerned with staff not being proactive:

“The criteria are not secret but am not sure if the employees read staff development policy which is available though our human resources office plan and implement human resource development strategy annually”.

Findings above significantly suggests that there is low employees awareness on criteria's for career development, which points to demotivating factor in Hertzberg theory tells us that this is low awareness of criteria for career development leads to job discomfortability among employees at Tanzania Public Service College.

**Table 4.4 Employees Awareness on Career Development Criteria's at TPSC
(N=45)**

Response	Frequency (N)	Percentage (%)
Aware of criteria's for career development at TPSC	26	57.7
Not aware of criteria's for career development at TPSC	19	42.2
Total	45	100

Source: Field Data

4.5.2 Employees' Satisfaction with Career Development Criteria's at TPSC

The resulted cross table has an impact on workers' comfortability hence is capable in affecting effectiveness. From Table 4.3, 8(18%) disagreed and 7 (16%) Strongly disagree with the availability of the career development at the same time dissatisfied with the criteria for choices of opportunity. Also the 15% of the respondents who are disagreeing are very dissatisfied with the criteria used at TPSC. Paradox result is the 2% of the respondents who reveal the absence of career development but are very comfortable with the criteria for selection (see Table 4.5).

Furthermore, only 7% of respondent who strongly agree with the presence of career development are also dissatisfied with the criteria for selection of right candidate. This is just a cross sectional analyses where two variables are crosschecked for drawing conclusion. The rest three scales – include, strongly agree, agree and neutral – can be explained in the same way as the above two variables (See Table4.5).

Table 4.5 Employees Satisfaction with Criteria for Career Development (N=45)

Response	Frequency	Percent
Very satisfied	2	4.4
Satisfied	9	20.4
Neutral	11	24
Dissatisfied	16	35.5
Very Dissatisfied	7	15.6
Total	45	100

Source: Field Data

Interpretation in Terms of Odds Ratio from Logit Regression

From the conceptual framework in chapter two of this research, we have the following function:

$$Comf = f(cardev, comben, worenv, rwmng)$$

$$Li = \frac{Pi}{(1-Pi)} = \beta_0 + \beta_1 cardev + \beta_2 comben + \beta_3 worenv + \beta_4 rwmng + \mu$$

$Li = 1$ if an individual is comfortable

= 0 otherwise

cardev = availability of career development in rating scale 1-5

(Strongly disagree – strongly agree)

compen = level of satisfaction measured by rating scale of 1-5

(Unsatisfied – very satisfied)

worenv = working environment in a scale of 1 – 5

rwmng = workers' relation with manager also in a scale of 1-5

μ = Error Term

Table 4.6 Soft Coefficient of Logistic Regression (N=45)

Comf	Coef.	Std.Err	Z	P>z	95%Conf.Interval
Cardev	.8352117	.5097722	1.64	0.101	-.1639235 1.834347
compen	.9263924	.5961621	1.55	0.120	-.2420638 2.094849
woreny	1.466584	.5293553	2.77	0.006	.4290665 2.504101
rwmng	.8535821	.4012347	2.13	0.033	.0671765 1.639988
_cons	-9.038273	2.635389	-3.43	0.001	-14.20354 -3.873006

Source: Field Data(2017) Prob > chi2 0.0000; count R² is 0.58 at 5% level of confidence

$$Li = \frac{Pi}{(1-Pi)} = -9.038273 + 0.8352117cardev + 0.9263924comben + 1.466584worenv + 0.8535821rwmng + \mu$$

Table 4.7 Interpretation Based on Odds Ratios (N=45)

Comf	Odds Ratio	Std.Err	Z	P>z	95%Conf.Interval
Cardev	2.305302	1.175179	1.64	0.101	.848807 6.261044
compben	2.525382	1.505537	1.55	0.120	.7850061 8.124211
woreny	4.334403	2.294439	2.77	0.006	1.535823 12.23256
rwmng	2.348043	.9421163	2.13	0.033	1.069484 5.155106

Source: Field Data(2017) Prob > chi2 0.0000; count R² is 0.58 at 5% level of confidence

On the basis of count R² the goodness of fit of the logit model confirmed the dependent variable to be explained by independent variable variables by 58%. And the *P*value of 0.0000 shows the regressors to have significant impact on workers' comfortability. The more meaning results of logit regression is in terms of odds which are obtain by taking the antilog of the various slope coefficients from the table 4.7 above. Thus, if you take the antilog of the *cardev* coefficient of **0.8352117** the result is 2.31 ($\approx e^{0.8352117}$). By taking antilog of each slope coefficients, the odds ratio obtained in table 4.7 above shows how many times each variables affect the workers' comfortability, holding other variables constant. Thus, if you take the odds ratio of *cardev* which is 2.31, it suggests that, career development is capable to enhance workers' comfortability by more than 2 times since there is positive relation between the two. Another example, *worenv* which has an odds ratio of 4.33 hence suggest to enhance the workers' comfortability by more than 4 times. Therefore, from the table, since the variables has a positive sign on their odds ratio. This shows the positive relationship between dependent (comfortability) and independent variables

(motivational variables). Hence, the study shows the influence of independent variables to enhance workers' comfortability.

4.6 Employees Relationships with the Management at TPSC

Respondents were asked if the management of Tanzania Public Service College is responsive to employees needs, employees responses were limited on racket scale and there after asked to explain the response they indicate where by 5 (11.1%) strongly agree, 17 (37.5%) agreed 15 (33.3%)somewhat agreed, if summed up these findings reveals stable (81.9%) employees relationship with management(See Table 4.8). Pin pointing above findings to Hertzberg theory; employees relationship with management is among the hygiene factor that determines employees job comfortability this suggest that if the relationship is good as revealed in the above findings then it illustrates that at TPSC stable employees relationship with management contributes in creating a comfortable environment for employees to enjoy their job.

Table 4.8 Employees Relationship with Management at TPSC (N=45)

Response	Frequency (N)	Percent (%)
Strongly agree	5	11.1
Agree	17	37.5
Somewhat agree	15	33.3
Disagree	6	13.3
Strongly Disagree	2	4.4
Total	45	100

Source: Field Data

Further more when respondents were asked to explain their response from choices indicated in racket scale on their perception of employees relationship with

management Findings revealed that, 42% respondents pointed out that there is a tension linking the tension to existing motivation schemes as one staff questionnaire quoted writing;

“There is no fairness there are some employees with multiple financial benefits (high cadre; heads of department) such as, extra duty allowance and housing allowance, while there is so tiny for lower cadres employees”.

However, 24% expressed their thought on good relationship as being the results of existing motivation schemes such as extra duty allowance, certificate of recognition and chances for career development and promotions and teamwork (see Table 4.9). Under contrary the managers were asked during KII if believe the management of Tanzania Public Service College responsive to employee’s needs and explain why all 5 interviewed managers shared a common response that they believe TPSC management is very response to employees needs and provided explanation around the existing motivation offered that believed aimed to boost morale of employees, for instance one manager quoted saying:

“We as organization we are very responsive to our employees’ needs we have been welcoming their views and opinions through meetings and encourage personal visits to our offices, we have good working environment and a number of incentives”.

Table 4.9: Workers perception on Working Relationships at TPSC

Factor	Frequency (N)	Percentage
Employees relationship with management has tension from Motivational schemes	19	42
Good employee relationship with management results from existing motivation schemes	11	24
Bad employees relationship with management results from employees feeling less valued	15	34
Total	45	100

Source: Field Data

4.6.1 Involvement of Employees in Planning for new Projects or task Relevant to their Expertise by TPSC Management

Respondents were asked if management involve employees in planning for new projects or task relevant to your expertise and their response were confined in racket scale whereby majority (66.5%) agreed that the management involves employees in planning new projects or task relevant to their expertise at TPSC (see Table 4.10).

Further more findings from KII indicate that the managers reported to have been involving employees in planning new projects or task relevant to their expertise at TPSC through general workers meetings, individual targets settings during OPRAS session with their immediate supervisor and through their departmental meetings. As stipulated in the Hertzberg 1959 two-factor theory the findings attest that employees engagement by management in planning core organization business enriches employees attitude and senses of belongings to their jobs, which is crucial for job comfortability.

Table 4.10 Employees Involvement by the Management in Planning (N=45)

Response	Frequency (N)	Percent (%)
Strongly agree	3	6.6
Agree	7	15.5
Somewhat agree	20	44.4
Disagree	11	24.4
Strongly Disagree	4	8.8
Total	45	100

Source: Field Data

4.6.2 Support Ideas or Efforts of Proactive Creative Employees in line with Organization Goals

Respondents were asked if the management of Tanzania Public Service College support ideas or efforts of proactive creative employees in line with organization goals and their response were confined in ricket scale whereby only 17.7% disagreed. See Table 4.11. In Similar angle the member of management-interviewed had similar views that the organization is supportive to ideas or efforts of proactive creative employees in line with organization goals, whereas on manager Quoted saying:

“Though the magnitude of support can be questionable but there has been a number of efforts and platforms built to spearhead the employees creative employees in line with organization goals for example we have research teams in various field of specialization that encourage members to undertake research and share findings these activities enrich their growth as well in many ways”.

The above findings illustrate presence of management support on employee’s creativity, which implies that the management recognizes efforts done by its employees to better the organization. In relation to Hertzberg theory this means that the management thrive to ensure the practice of recognition as motivator factor, which is vital for employees job comfortability at TPSC.

Table 4.11 Management Support on Employee’s Creativity (N=45)

Response	Frequency (N)	Percent (%)
Strongly agree	9	11.1
Agree	13	37.5
Somewhat agree	11	33.3
Disagree	5	13.3
Strongly Disagree	7	4.4
Total	45	100

Source: Field Data

4.7 The Effectiveness of Compensation and Benefits Schemes at TPSC

4.7.1 Employees Expressions of Current Compensation Scheme vs. Merits

Respondents were asked if they believe to be compensated according to the scale and other benefits associated with your current position and their response were confined in rackets scale whereby only 26.6% of respondents revealed disagreement. (See table 4.12 below). Moreover when asked if the employees compensated fairly according to the scale and other benefits associated with their current position during the KII with 5 managers it was revealed that TPSC as a public institution has in place schemes of payment of the schemes are subject for review if the internal public establish the need to-do so, but there has not been one yet. These findings tell us that employees are comfortable with the current compensation schemes in sense that the management does not violet their merits and hence receiving salaries as set by public service policy and standards, this is important as wage and salaries are among the hygiene factors that Hertzberg theory illustrates to have reactions and may cause job dissatisfactions when employees perceive there are not fairly met.

Table 4.12 Employees Expression of Current Compensation Schemes vs. Merits (N=45)

Response	Frequency (N)	Percent (%)
Strongly agree	16	35.5
Agree	13	28.5
Somewhat agree	4	8.8
Disagree	5	11.1
Strongly Disagree	7	15.5
Total	45	100

Source: Field Data

4.7.2 Employees Expression on Satisfaction of Compensation Allowance Paid at TPSC

Respondents were asked Compensation allowance paid at Tanzania Public Service College meet their expectations, whereby their responses were confined in ricket scale and findings reveals majority 30 (66.6%)of respondents disagree. Moreover when asked if employees report to be dissatisfied by the compensation and benefits during the KII with 5 managers it was revealed that there are no formal expression in formal of writing but from time to time there has been expressions of dissatisfaction on amount paid in allowance for honorariums as one manger quoted saying;

“Though there has not been a formal complain yet we receive dissatisfactions with allowance rates through grapevines were people air their views on the rates paid being insignificant”.

Importantly the above findings suggest that employees are not comfortable with the amount paid in allowances which tells us that the allowances paid are ineffective and create job dissatisfactions among employees as TPSC as Hertzberg theory connotes that allowance are part of hygiene factors that if not effective cause job dissatisfaction among employees.

Table 4.13 Respondents Expressions Effectiveness of Allowance Paid at TPSC (N=45)

Response	Frequency (N)	Percent (%)
Strongly agree	0	0
Agree	7	15.5
Somewhat agree	10	22.2
Disagree	24	53.3
Strongly Disagree	6	13.3
Total	45	100

Source: Field Data

4.8 Conduciveness of Working Environment to Employees at Tanzania Public Service College

4.8.1 The Status of Working Tools; Furniture, Stationeries and ICT

Infrastructure at TPSC

Respondents were asked to pick a response on racket scale that reflects the status of working tools; furniture, stationeries and ICT infrastructure at Tanzania Public Service, majority 24 (53%) reported the status of working tools; furniture, stationeries and ICT infrastructure to be insufficient(See Table 4.14). Moreover in similar modality when asked during KII 5 managers reported ranked the status of working tools; furniture, stationeries and ICT infrastructure at TPSC as good, though they have plans of making massive improvements in the near future.

The data reveals un-conducive state of working infrastructure at TPSC this calls attention to hygiene factor as key ingredients in employee job comfortability as it influence morale and attitude toward the job significantly this suggests that poor working infrastructure cause job dissatisfaction to TPSC employees.

Table 4.14 Respondents Perception on Status of Stationeries and ICT Infrastructure at TPSC (N=45)

Response	Frequency (N)	Percent (%)
Sufficient	4	8.8
Moderate	17	37.7
Insufficient	24	53.3
Total	45	100

Source: Field Data

4.8.2 Condition of General Working Environment at TPSC

Respondents were asked to pick a response on racket scale that reflects the status of general working environment at TPSC, majority 25 (55.5%) indicated that the general working environment to be moderate (see table 4.15) contrary to all 5 interviewed managers who reported the general working environment to be good. As stipulated in the two-factor theory by Herzberg (1959) general working environment, placed under the hygiene factors holds much influence on employees job comfortability from the above findings this tells us that at TPSC the general working environment has blunt influence on employees motivation significantly this somehow reveal employees satisfaction/job comfortability as this hygiene factor is a crucial determinant which employees perceive to be fairly exist.

Table 4.15 Respondents Perception of General Working Environment at TPSC (N=45)

Response	Frequency (N)	Percent (%)
Good	9	20
Moderate	25	55.5
Bad	11	24.4
Total	45	100

Source: Field Data

4.9 Discussion of the Findings

The General objective of this study was to assess effectiveness of motivation schemes to influence employees job Comfortability at Tanzania Public Service College (TPSC). In this discussion of the findings the field information is discussed with respective to specific objectives of the study as follows:

Availability of chances for employee's career development at Tanzania Public Service College, study reveals that 66.6% (see Table 4.3) of respondents indicated that there are chances for career development. This study findings set a new precedent that public sector has good mechanisms for employees career development as compared to private sector as revealed by Makobwe (2006) in her study investigating employees comfortability with job at Tanzania Breweries Limited (TBL) where she identified that employees were demotivated by lack of chances for career development.

Moreover study findings revealed only 57.7 % (Table, 4.4) are aware of the criteria for career development at TPSC while 51.1% (see Table 4.5) are dissatisfied with the criteria used to offer chances for career development at TPSC. This finding concurs with the findings from a study by Manongi et al, (2006) assessing causes of employees demotivation in health sector at Kilimanjaro. This presents the solid challenge on public institutions to keep employee abreast with information regarding career development.

Study findings revealed TPSC management to be enjoying a stable relationships with employees as validated by 81.9% of respondents (Table, 4.8) this findings give a different angle on public service as the relationship between management and employees in public sector characterized as intense one in the study by UNDP (2004) assessing the status of employees motivation in public sector across Africa. Furthermore this study revealed that management of TPSC is supportive in developing and creativity of employees additionally 72.8% reported to be involved in planning activities that are crucial for achievement of TPSC goals (Table 4.12) contrary to findings from the study by Mutizwa and Mangiza (2008) that reported low

involvement of employees in planning of organization key role activities in Zimbabwe.

The effectiveness of compensation and benefits schemes at TPSC; 72.8% reported to be compensated fairly according the schemes at TPSC more over when asked further 66.6% are dissatisfied by the rates paid in allowances at TPSC. This finding concurs with findings from Leshabari (2008) assessing motivation factors at Muhimbili Hospital in Tanzania were by findings indicated workers to be demotivated by remunerations offered at the hospital. This is evident that the dissatisfaction with remuneration offered to employees in public institutions in Tanzania is crosscutting.

Study findings revealed that employees perceive the working environment at TPSC to be moderate though; 53% of respondents reported insufficient tools; furniture, stationeries and ICT infrastructure at Tanzania Public Service, (see Table 4.14) whereas 55.5% respondents had the view that the general working environment is moderate at TPSC (Table 4.15). This finding acquiesce with findings from the study by Awases et (2003); Gow et al, (2012) and Leshabari (2008) whereby findings from Awases et (2003) reported that poor access to standard working environment is a major concern and demotivating factor for employees; Gow et al, (2012) in their study on workers motivation in Zambia reported that workers are dissatisfied with working environment and availability of tools and working gear is poor such findings can be observed in the study by Leshabari (2008).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Under this section the researcher is presenting summary, conclusion and recommendations for the missing link identified in this study. The sections are organized respectively as follows:

5.2 Summary of the Main Findings

Availability of chances for employee's career development at Tanzania Public Service College, study reveals that 66.6% (see Table 4.3) of respondents indicated that there are chances for career development. Findings from this study moreover only 57.7% (Table, 4.4) are aware of the criteria for career development at TPSC while 51.1% (see Table 4.5) are dissatisfied with the criteria used to offer chances for career development at TPSC.

Employees Relationships with the management at TPSC; 81.9% (Table, 4.8) reported to have good relationship with the management of TPSC whereas 81.9% indicated the management to be supportive in developing and creativity of employees additionally 72.8% reported to be involved in planning activities that are crucial for achievement of TPSC goals (Table 4.12).

Under this study, the results reveal that the relationship, the employees have with their direct manager, the majority of the employees, 70%, thought their relationship with the direct manager is good or very good and 15(30%) thinks that the relationship

is not good due to variation of motivation scales and other related factors. The effectiveness of compensation and benefits schemes at TPSC; 72.8% reported to be compensated fairly according the schemes at TPSC more over when asked further 66.6% are dissatisfied by the rates paid in allowances at TPSC.

Conduciveness of working environment to employees at Tanzania Public Service College; 53% of respondents reported to be insufficient tools; furniture, stationeries and ICT infrastructure at Tanzania Public Service, (see Table 4.14) whereas 55.5% respondents had the view that the general working environment is moderate at TPSC (Table 4.15).

5.3 Implications of the Findings

This study implies TPSC have to establish strong institutional motivation systems that would enable the collage to function smoothly in its routine activities of Training, consultancy and research on public services management. The study findings implies that chances for career development are available but less efforts have been put in place by both management and employees to communicate effectively the criteria for receiving opportunity of career development at TPSC. A swell there is a stable relationship between employees and management at TPSC though there is lack of 360 degree feedback between employees and management for instance the administrators interviewed hold the opinion that the working environment is good at TPSC when the employee had contrary views.

Finally, on the compensation benefits the study findings imply that there is fairness in compensation though the schemes are outdated i.e. they irrelevant with the current

cost of living TPSC management should establish a mechanism to review and update these schemes.

5.4 Conclusions

The study assessed effectiveness of motivation schemes in creating job comfortability to workers of TPSC, with specific objectives to identify the availability of chances for employee's career development at Tanzania Public Service College, study findings reveals availability of chance for career development (66.6%) though 43.3% of employees are not aware of the criteria used for career development at TPSC and 51.1% are dissatisfied with the criteria used to offer chances for career development at TPSC.

Study findings revealed existence of good employees relationships with the management at TPSC reported by 81.9% respondents, in which 72.8% of respondents share the view the management of TPSC is supportive in developing and creativity of employees and involve employees in planning activities that are crucial for achievement of TPSC goals.

Study findings revealed that the compensation and benefits schemes at TPSC are less effective as employees (66.6%) reported dissatisfied by the rates paid in allowances though 72.8% respondents reported that compensations are fairly paid according the existing schemes at TPSC. The study findings establish that the condition of working environment to employees at Tanzania Public Service College; furniture, stationeries and ICT infrastructure is insufficient as reported by 53% of respondents at Tanzania Public Service whereas 55.5% respondents had the view that the general working environment is moderate at TPSC.

5.5 Recommendations

Tanzania Public Service College managers as representatives of college workers' employer (the Government) should minimize the ineffective of motivation schemes at the institution, through reviewing and update of aspects of schemes to make schemes effective and deliverable on time to workers by using funds generated in respective to TPSC.

The Government should see the need to review and restructure rates paid to workers in financial motivation schemes as allowances; overtime and housing since have been reported to be outdated and do not meet the current cost of living hence perpetuate economic hardship and discomfort among workers. Provision of Motivation schemes to workers should be a continuous process carefully designed to incorporate various elements reflecting needs, wants and desires of workers which change over time and might differ among TPSC workers depending on working environment and nature of work to create TPSC employees job comfortability.

5.7 Limitations of the Study

Although motivation is very broad and covers a number of fields in this study focus was confined on motivational schemes for employees in public Institutions and no other types of motivation. The findings of this study might not be relevant to draw conclusion on same variables to employees in private sector.

5.8 Suggested Areas for Further Research

The study has complemented various issues that the Tanzania Public Services College has intervened. However, there is a need for further research in various spheres of

motivation schemes offered in public institutions. Further researches are recommendation on the following;

The available motivational schemes at TPSC are less satisfying to employees, there is a need to conduct study on effectiveness of motivation schemes for high cadres and those of low cadres to ascertain a clear picture on how available motivation schemes reflects workers' needs. This study was conducted at TPSC where there is possibility of workers to feel less pinched with ineffective of motivation schemes at their workplace. There is a need to examine institutional motivation schemes prospects and challenges.

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APPENDICES

Appendix I: Questionnaire for Staff at Tanzania Public Service College

Janeth E Mushi,

P.O Box, 2574,

Dar-Es-Salaam.

Dear respondent,

My name is Janeth Edward Mushi, a student at Open University of Tanzania, pursuing Master Degree of Science in Human Resource Management. I am conducting research on the ASSESSMENT ON THE EFFECTIVENESS OF MOTIVATION SCHEMES TO JOB COMFORTABILITY, Using Tanzania Public Service College as my case study.

I kindly request your cooperation in responding to the questions included in this questionnaire as a way of helping me in the process of data collection for my proposed research topic Assessment on The Effectiveness of Motivation Schemes to job comfortability.

I assure you that the information to be obtained from you will be treated with high confidentiality in the whole process of writing my research report.

Thank you in advance,

Yours sincerely

.....

Mushi. J.E

Part I. Respondent's general characteristics (Put \surd where appropriate)

1. Gender of respondent put

Male ()

Female ()

2. High education attainment

Technical certificate ()

Diploma ()

Bachelor Degree ()

Postgraduate Diploma ()

Master Degree ()

Doctor of Philosophy (PhD) ()

3. Nature of employment

Short term contract ()

Long term contract ()

1. Are you comfortable to work with TPSC?

1. If an individual is comfortable

0. Otherwise

Part II. Study Inquiry

For questions with options put \surd where appropriate

A. To examine availability of chances for employees career development at Tanzania Public Service college

1. Employees are given chance to attend short and/or long time training

a. Strong agree

b. Agree

c. Somewhat agree

d. Disagree

e. Strongly disagree

Explain your response above.....

.....
.....

2. Are you aware of the criteria used to give chances to employees go for training short and/or long time training at TPSC?

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

3. How satisfied are you with the criteria's for career development at TPSC?

- a. Vey satisfied
- b. Satisfied
- c. Neutral
- d. Dissatisfied
- e. Vey Dissatisfied

B. To examine employees relationship with management at Tanzania Public Service College

5 The management of Tanzania Public Service College is responsive to employees needs

- a. Strong agree
- b. Agree
- c. Somewhat agree
- d. Disagree
- e. Strongly disagree

Explain.....
.....
.....
.....

6 The management involve employees in planning for new projects or task relevant to your expertise

- a. Strong agree
- b. Agree
- c. Somewhat agree

- d. Disagree
 - e. Strongly disagree
- 7 Management of Tanzania Public Service College support ideas or efforts of proactive creative employees in line with organization goals?
- a. Strong agree
 - b. Agree
 - c. Somewhat agree
 - d. Disagree
 - e. Strongly disagree

To examine the effectiveness of compensation and benefits schemes at Tanzania Public Service College

- 8 Compensation allowance are accordingly to the scale and other benefits associated with your current position
- a. Strong agree
 - b. Agree
 - c. Somewhat agree
 - d. Disagree
 - e. Strongly disagree
- 9 Compensation allowance paid meet your expectations
- a. Strong agree
 - b. Agree
 - c. Somewhat agree
 - d. Disagree
 - e. Strongly disagree

Why?.....
.....
.....
.....

To examine the conduciveness of working environment to employees at Tanzania Public Service College

10 Which among the following reflects the status of working tools; furniture, stationaries and ICT infrastructure at Tanzania Public Service?

Sufficient ()

Insufficient ()

Moderate ()

Explain why?

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

11 Which among the following reflects condition of general working environment at TPSC?

Good ()

Bad ()

Moderate ()

Explain why?

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

12 What is your suggestion on working environment and tools at Tanzania Public Service College

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

End of Inquiry thank you for your participation

Appendix II: Interview Checklist for Managers

Greetings,

My name is Janeth Edward Mushi, a student at Open University of Tanzania, pursuing Master Degree of Science in Human Resource Management. I am conducting research on the ASSESSMENT ON THE EFFECTIVENESS OF MOTIVATION SCHEMES TO JOB COMFORTABILITY, Using Tanzania Public Service College as my case study.

I kindly request your cooperation to participating in interview as way of helping me in the process of data collection for my proposed research topic Assessment on The Effectiveness of Motivation Schemes to job comfortability.

I assure you that the information to be obtained from you will be treated with high confidentiality in the whole process of writing my research report.

Part I. Respondent's general characteristics

1. Gender of respondent (Put \surd where appropriate)

Male ()

Female ()

2. High education attainment

Technical certificate ()

Diploma ()

Bachelor Degree ()

Postgraduate Diploma ()

Master Degree ()

Doctor of Philosophy (PhD) ()

Part II. Study Inquiry

For questions with options put \surd where appropriate

A. To examine availability of chances for employees' career development at Tanzania Public Service college

1. Are there opportunities for employees to receive regularly short and/or long time training to improve their practice?
2. Which criteria are used to give employee chance to attend short and/or long time training?
3. What is the interval of short time training for an employee per calendar year?

B. To examine employees' relationship with management at Tanzania Public Service College

4. Do you believe the management of Tanzania Public Service College responsive to employee's needs? Why?
5. Does the management involve low-level employees in planning for new projects or task relevant to their expertise? How?
6. Does the management of Tanzania Public Service College support ideas or efforts of proactive creative employees in line with organization goals?

C. To examine the effectiveness of compensation and benefits schemes at Tanzania Public Service College

7. Do the employees compensated fairly according to the scale and other benefits associated with their current position?
8. Do employees report to be dissatisfied by the compensation and benefits?

D. To examine the conduciveness of working environment to employees at Tanzania Public Service College

9. Which among the following reflects the status of working tools at Tanzania Public Service?

Sufficient ()

Insufficient ()

Moderate ()

Explain why is it so?

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

10. Which among the following reflects condition of general working environment at TPSC?

Good ()

Bad ()

Moderate ()

Explain why is it so?

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

11. What is your suggestion on working environment and tools at Tanzania Public Service College

End of Interview thank you for participating