**THE EFFECT OF MOTIVATION ON EMPLOYEES’ PERFORMANCE: A CASE STUDY OF TANZANIA POSTAL BANK, SHINYANGA REGION**

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

**2017**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled "The Effects of Motivation on Employees' Performance: A case study of Tanzania Postal Bank, Shinyanga Region" in partial fulfillment of the requirements for degree of Master in Project Management.

………………………………………….

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

Date

# DEDICATION

This work is dedicated to my family.

# ACKNOWLEDGEMENT

The completion of this work is a result of combined effort of a lot of individuals; I therefore wish to express my gratitude, first and foremost to the God Almighty for blessings he has been showering in my life, protection. It is only through his grace I have been able to complete this research.

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# ABSTRACT

Organizations world all over are competing to survive. They do so by motivating employees. But the situation has not been the same everywhere. It is in this view that this study was conducted to assess the effect of motivation in employees’ work performance at TPB in Shinyanga region. A case-study approach was adopted for the study used. The research is supported by Abraham Maslow Hierachy of Needs Theory. The study population was 100 employees from the three branches of TPB as per payroll in Shinuanga Region. The sample size was 45 purposively chosen from the population. The research used questionnaires, interview and observation as the primary source of data while secondary data were from various reports and publications of TPB. The data obtained were both qualitatively and quantitatively analysed using SPSS version 19 and the research findings presented in percentages and tabulation. The study found that, motivation improves employees’ performance, furthermore valuable reward is a preferred motivation strategy, and moreover there is a direct link between motivation and employees’ work performance. It has also been found that motivation packages at TPB Shinyanga Region are not adequate. This was evident in the non-availability of residential accommodation and transport for staff though senior members enjoy professional allowance. The study therefore recommends Mausner and Snyderman’s (1959) approach that not all individuals are the same, so each one should be motivated using different strategies, e.g. one employee may be motivated by valuable reward while others may be motivated by non-valuable reward or a better work environment.

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# ABBREVIATIONS AND ACRONYMS

Cap. Chapter

Com Communication

CSR Corporate Social Responsibility

Dr. Doctor

Edu Education

E.g. Example

et al. Et Alii (Latin language meaning and others)

ERG Existance, Relatedness, Growth

FEDEX Federal Express (US Multinational Courier)

Freq Frequence

HRS Hours

HTM Hyper Text Markup

Http Hypertext Transfer Protocol

i.e. Id Est (Lt. meaning “That is to say”)

KCB Kenya Commercial Bank

Lt Latin

Net. Network

No. Number

OBM Business Research Methodology and Dissertation

Org Organization

OUT The Open University of Tanzania

PG Post Graduate

SPSS Statistical Package for Social Science

TNA Technical Needs Assessment

TPB Tanzania Postal Bank

TPC Tanzania Posts Corporation

UAE United Arab Emirates

US United States of America

USBE Umea School of Business

Vol. Volume

WWW World Wide Web

# CHAPTER ONE

# INTRODUCTION

## Chapter Overview

The chapter orients the reader to overall insight toward the background to the problem; it also states the statement of the problem and the objectives of the study. More about the chapter is the significance of the study, scope of the study and limitation/delimitation of the study.

## 1.2 Background of the Study

Motivation is one of the most studied topics in the social sciences (Manolopoulos, 2007).Motivation seeks to attract people to join the organization, to keep them coming to work, and motivate them to perform to high levels in the organization. The study of motivation and behavior is a search for answers to questions about human nature. Motivations are different but they have some things in common, they all involve mobilizing energy for action and channeling that energy towards some goals. Employee motivation is the key to organizational effectiveness and is a predictor of performance and job satisfaction (Ghafoor, 2011; Lather and Jain, 2005).

Employees expect motivations proportional to their contribution from their employers. Perceptions of motivation have been found to impact on employees/organizational performance such as absenteeism, individual output and organizational output. Therefore, for an organization, to treat its employees as its most valuable assets, it has to be knowledgeable about what motivates them to reach their full potential. The argument is that people work well in accordance to what they regard as motivation.

Captains of financial industries believe that the key to improve staff performance and productivity in any area is motivation rather than ability. A highly motivated person will work hard towards the achievement of organizational goal, given the ability and adequate understanding of the job. Therefore, the challenge for today’s management is to administer motivational programs which will encourage employees to improve their work performance and productivity. To this end modern day managers of companies in the financial services industries are therefore adopting various kind of motivation not only to retain employees but also help them to achieve competitive advantage in the world market.

## 1.3 Statement of the Problem

According to Bank of Tanzania report (2009), the introduction of the Banking and Financial Act of 2006, CAP [342], and An Act to provide for comprehensive regulation of banks and financial institutions; to provide for regulation and supervision of activities of savings and credit co-operative societies and schemes with a view to maintaining the stability, safety and soundness of the financial system aimed at reduction of risk or loss to depositors; to provide for repeal of the Banking and Financial Institutions Act, (Cap.342) and to provide for other related matters, the banking industry had grown in numbers with a lot of multi-national banks opening more branches in Tanzania. Since the enactment of these Acts, the banking industry in Tanzania had both increased in numbers and capital based. The liberalization of the banking industry has therefore encountered severe competition in the sector.

As part of the Financial Sector Reform Programme Tanzania Postal Bank (TPB) was establish by the Tanzania Postal Bank Act No.11 of 1991 as amended by Act No.12 of 1992.The creation of this Bank took into account its strength and particularly the advantage of operating in Urban and Rural areas in Tanzania. Therefore the liberation of the banking industry comes with its opportunities and threats to existing banks including TPB. The level of motivations to determine whether the employees of TPB are well motivated to perform well is in great concern.

Motivation is the result of the interaction of the individual and the situation. Motivation as a process accounts for an individual’s integrity direction and persistence effort toward attaining goal in order to fulfill some needs or expectations. Motivation lead to high employee performance, it does with level of ability, skills and knowledge which help in attainment of organizational goal. In recent times, TPB has been experiencing problems in providing this necessary tool in the organization. Lubuva (2008) found that motivation is the important key in any sector because it is the engine of workers to work hard for more success. Mahamuda P. (2011) declared that motivation is key determinant in job performance. Buguza (2013) found that without motivational packages in the organization it is difficult to achieve the desired performance. Management faces challenge on how to inspire their employees so that they can perform better.

## 1.3 Research Objectives

### 1.3.1 The General Objective

The general objective of the paper is to assess the effect of motivation on employees’ performance, in this regard considering the vastness of the country the case study is Tanzania Postal Bank at Shinyanga.

### The Specific Objectives

Specifically the study seeks to:

1. Assess the extent at which employees’ performance is influenced by motivation
2. Examine to what extent are non-monetary incentives influences employees performance
3. Analyze the effect of motivation on employee performance

## 1.4 Research Questions

These are statements in questions formed based on the main and specific objectives; this study will be guided by the following questions:

### General Research Questions

The main question of the study is what are the effects of motivation on employee’s performance?

### Specific Research Questions

The research will address the following specific research questions:

1. To what extent is improved employees’ performance influenced by motivation?
2. To what extent are valuable rewards influences employees’ performance?
3. Is there effect of motivation on employees’ performance at TPB?

## Significance of the Study

The study will contribute to the body of knowledge by providing empirical evidence about the effects of motivation on employees' performance. Furthermore, the researchers will identify the gaps available for further studies. Similarly, the findings of the study will be useful to practitioner, academics and other stakeholders not only in financial institution but also in different organizations as an important reference material.

## Scope of the Study

The study focused on the effect of motivation on employees’ work performance. The independent variable is employee motivation and dependent variable is work performance (work quality and work productivity). The study also identifies if motivation affects employees’ work performance or there are some other reasons. The study was undertaken at the TPB branches in Shinyanga region.

## 1.7 Limitation of the Study

There was difficult in accessing of some data, which was confidential in nature. E.g. remuneration and salary increment which are the limitation of the study that causes the delaying of data presentations and analysis. Willingness and busy timetable of some respondents made it difficult to collect some data. Despite the fact forty five respondents were interviewed. Lastly time and financial limit limited the scope of this study.

## 1.8 Organization of the Study

This study is organized in five chapters. Chapter one present background of the study, statement of the research problem, research objectives, research questions, significance of the study, scope of the study and organization of the study. Chapter two present conceptual definitions, theoretical and empirical literature review. It also provides the research gap and conceptual frame work. Chapter three covers research paradigm, research design, area of study, population of the study as well as sample size and sampling techniques.

In additional, 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 makes interpretation of data, analysis and discussion of the findings. Finally chapter five present summary of the findings and their implications, conclusion, recommendation, limitation of the study and suggested areas for further studies.

# CHAPTER TWO

# 2.0 LITERATURE REVIEW

## 2.1 Chapter Overview

This chapter consists of conceptual definitions, theoretical literature review, empirical literature review, research gap and conceptual and theoretical framework.

## 2.2 Conceptual Definitions

### 2.2.1 Motivation

Motivation is defined as the set of processes that arouse, direct and maintain human behaviour towards attaining some goals. According to Greenberg and Baron (2003 p.190) this definition 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 behavior takes. The last part deals with maintaining behavior clearly defining how long people have to persist at attempting to meet their goals.

### 2.2.2 Performance

The accomplishment of a given [task](http://www.businessdictionary.com/definition/task.html) measured against preset known standards of [accuracy](http://www.businessdictionary.com/definition/accuracy.html), completeness, [cost](http://www.businessdictionary.com/definition/cost.html), and speed. Panagiotakopoulos (2013) concluded that factors affecting staff motivation at a period where the financial rewards are kept to the least leads to stimulate employee performance. So, management personnel’s responsibility to motivate their employees to work as per the expectation to enhance the organization’s performance

### 2.2.3 Employee

According to business definition, employee is an [individual](http://www.businessdictionary.com/definition/individual.html) who [works](http://www.businessdictionary.com/definition/work.html)[part-time](http://www.businessdictionary.com/definition/part-time.html) or full-time under a [contract of employment](http://www.businessdictionary.com/definition/contract-of-employment.html), whether oral or written, express or implied, and has recognized [rights](http://www.businessdictionary.com/definition/right.html) and [duties](http://www.businessdictionary.com/definition/duty.html). Also [called](http://www.businessdictionary.com/definition/call.html) worker, as per Kuo(2013) a successful organization must combine the strengths and motivations of internal employees and respond to external changes and demands promptly to show the organization’s value. Managers need to understand the flow of motivation. Understanding helps them to create a culture where employees always get motivated to do better, generate positive feelings from within and from others, and to be self-fulfilled.

## 2.3. Theoretical Literature

### 2.3.1. The Content (Need) Theory

Malik et al (2011), discussed the early theories of motivation which include Hierarchy needs theory, ERG theory, Herzberg Two Factor Theory and Acquired needs theory.

### 2.3.2. Abraham Maslow Hierarchy of Needs

Hierarchy of need identifies five levels of human needs: physiological, safety, social, ego, and self- actualizing. Lower level needs must be satisfied first before the next higher level need since this will motivate employees. The organization can satisfy its employees’ various needs. Physiological needs may be satisfied by paying competitive salary and pleasant working environment, but it is important to remember that pay may satisfy other needs such as safety and esteem as well. Protection of employees with safety rules and policies including insurance and retirement plans will satisfy safety needs.

Figure 2.1: Maslow's Hierarchy of Needs

**Source:**Luthans,Fred- “ Organizational Behaviour” . McGraw Hill. 2004, 242

Social needs may be satisfied by having a friendly environment and providing a workplace conducive to collaboration and communication with others. Providing promotion opportunities at work, recognizing a person’s accomplishments verbally or through more formal reward systems and job titles are ways of satisfying esteem needs. Finally, self-actualization need may be satisfied by the provision of development and growth opportunities on or off the job, as well as by work that is interesting and challenging. By making the effort to satisfy the different needs of each employee, organizations may ensure a highly motivated workforce.

The important aspect of Maslow's model is that it provides for constant growth of the individual. The theory meets the introductory needs of employees and therefore employees accomplished goal with this need in TPB. In the long run, these needs of employees may not be met as the employees rise through the bank and this can serve as demotivating to the employees

### 2.3.3 Herzberg et al.’s Two Factor Theory

Herzberg, Mausner and Snyderman’s (1959), two-factor theory is heavily based on need fulfillment because of their interest in how best to satisfy workers. They carried out several studies to explore those things that cause workers in white-collar jobs to be satisfied and dissatisfied. They classified Hygiene Factors as dissatisfied and motivating factors as satisfied. The hygiene factors are company policy and administration, technical supervision, salary, interpersonal relationship with supervisors and work conditions; they are associated with job content. The motivating factors are those factors that make workers work harder and classified them as follows: achievements, recognition, work itself, responsibility and advancement. The employees of the TPB bank can assess various motivation offered and ensure that these motivate them to give out their best output for their performance and TPB as whole.

In the case, of banking sector there are increases in performance when there is less absenteeism, fewer employee leaving early and less breaks; whereas in a factory setting, increase in performance can be measured by the number of units produced per employee per hour. A motivated employee is a value able asset which delivers immense value to the organization in maintaining and strengthening its business and revenue growth. While compensation and general working conditions are agreed in some way at the time of employment, the employee’s actual contribution, in terms of volume and quality of output, remains largely unspecified.

Khan et al. (2010) investigated the role played by rewards in the process of motivating employees of commercial banks in Pakistan. The achievements of individuals and organizational goals are independent process linked by employee work motivation. Individuals motivates them to satisfy their personal goals, therefore they invest and direct their efforts for the achievements of organizational objectives to meet with their personal goals also. It means that organizational goals are directly proportion to the personal goals of individuals. The manager’s job is to ensure that the employees are self-motivated towards work rather directed. The major issue in all services organizations, including commercial banks, is the motivation of employees (whether they are skilled, unskilled or professionals) especially in today’s competitive world. The level of employees’ motivation, their enthusiasm and energetic behavior towards task fulfillment play key role in the performance of an organization.

## 2.4. Empirical Literature Review

### 2.4.1. General Studies

The research findings of other scholars have been passed through various phases explaining the importance of motivation on the employee’s performance. It includes time utilization of the workers or staff. Khan et al. (2010), analyzed the role reward plays in motivating employees of commercial banks of Kohat, Pakistan. They specifically analyzed the variance explained by the predictor variables (payment, promotion, benefits and recognition) in the criterion variable (employee motivation). They note that commercial banks play an important role in the worldwide economy and their employees are the best sources of delivering good services to their customers. Excellent services provided and offered by employees can create a positive perception and ever lasting image in the eyes of banks’ customers.

The individual motivation of a commercial bank employee plays a major role in achieving high level satisfaction among its customers. Satisfaction of banks’ customers depends on the quality of services and the way commercial banks employees render these services to their customers. Commercial banks employees’ satisfaction, loyalty, commitment and motivation ensure the satisfaction of customers. They noted that motivation is a process in which people are convinced to move forward to performing something special to fulfill their needs and get satisfaction. They found that employee work motivation in commercial banks of Pakistan is in the form of payment, promotion, recognition and benefits that led to higher productivity and that among the four independent variables promotion has greater effect on productivity.

According to research and interviews at Credit West Bank in Cyprus, Uzonna (2013) confirmed that the use of non-cash rewards can be an effective and cost-efficient way to motivate employees, and the majority of survey respondents agree with this statement. He concluded that, when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money.

### 2.4.2. Cost Benefit and Cost Effectiveness Analysis

The research done by Uzonna in China (2013) the cost benefit and effective analysis by the employees were considered to enhance better performance. Through the credit west bank as the study conducted workers considered motivation as the check and balance that means when they are highly paid they were able to work effectively. In addition to that, Omollo (2015) in his study at KCB in Migori drew the conclusions based on the hypotheses that monetary rewards significantly affect the performance of the employee in the organization. This was because the majority of the respondents felt that they were more motivated by monetary rewards than other forms of rewards.

Also a number of parameters were considered under job enrichment, it can be confirmed that a good working environment and an average workload would highly motivate the employees to perform their duties. He recommended a comprehensive motivation scheme in all aspects of an organization as this works directly proportional to the output of the employees. Furthermore, he suggested further studies to be undertaken to establish what motivates employees, since the study pointed out that, employees were highly motivated by monetary rewards yet, employers insist on other motivators like training, parties and team building.

### 2.4.3. Collective Responsibility among Employees in Working Environment

Lubuva, (2008), conducted a study on effects of motivation on employees’ performance in public organizations in Tanzania; Aim was to advice necessary improvement and implementation of changes based on the study. The study was taken at Tanzania Posts Corporation to represent public organizations and other three organizations, FEDEX, DHL and SCANDNAVIA to represent private organizations for comparison. The information collected was used to generalize the quality of services and motivation offered by the remaining organizations in Tanzania. Management and supporting staff of the selected firms were involved to gather the required data.

Researcher discovered that poor motivation, low pay, on-conducive working environment and accumulated arrears are among the major problems that hinder the public organizations system work efficiently. It leads to number of employees quit the public sector and join the private ones causing decline in the quality of services, customers and hence less income. The study revealed that most of the well qualified and competent personnel opt for private sectors due to good pay and conducive working environment. Mwakibinga (2001) observed that poor remuneration is related to profits made by the organization. The wage difference between high and low income earners was related to the low morale, lack of commitment and low productivity.

**Table 2.1: Summary of Empirical Studies**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Variables** | **Countries** | **Methodology** | **Findings** | **Authors** |
| Credit West Bank Cyprus  | China | Case study | Motivation has brought team work and efficiency. | Uzonna,K. (2013) |
| Umea Business School (USBE) | Japan | Survey design | Many employees were working effectively when they were motivated | Peter,A.(2011) |
| Ghana Commercial Bank | Ghana | Case study | Overall efficiency of employees depends on motivation. | Owusu, T (2013) |
| Ultimate Companion Limited | Cameroon | Qualitative, quantitative method and descriptive method | Personnel are capable to handle risk when they are motivated  | William,A (2010) |
| Tanzania Posts Corporation, FEDEX | Tanzania | Survey andDescriptive research method | Motivation was to collective responsibility  | Lubuva,K (2008) |

**Source:** researcher, 2016

The Tanzania Institute of Bankers (2003) notes that, the force that is behind motivation drives employees to act and put in (willingly) their best performance towards the achievement of expected results. Managers, therefore, need to understand the needs and aspirations of their employees.

### 2.4.4. The knowledge Gap

From the study, other researchers on the related problem have been considered for the sake of exploring the base specifically empirical literature review. From the research done by Wanyama and Mutsotso (2010), the study employs three research tools during data collection as questionnaires, interviews and observation so as to get reliable information. The researcher will involve only one tool as the questionnaires as the knowledge gap to enhance simple and valid data during data analysis in investigating the role of motivation on the employee’s performance in TPB.

## 2.5. Conceptual Framework

Independent Intervening Dependent

Employee Performance

* Quality Output
* Satisfaction

Motivation:

* Rewards & Incentives
* Indirect Compensations

Figure 2.2: Effect of Motivation on Employee's Performance

**Source:** Self adapted from literatures

The conceptual framework showing how effective motivation depends on various improved employee satisfaction so as to enrich better performance, quality output that relates with conducive environment to an organization.

## 2.6 Theoretical Framework

Efforts to understand the motivational process through theories have centered on several major elements. Needs recognition, reward and reinforcement issues (Bartol & Martin, 1998)

# CHAPTER THREE

# 3.0 RESEARCH METHODOLOGY

## 3.1 Chapter Overviews

This chapter presents the research philosophy, empirical model and data specification, design used in the dissertation, study area, data types and sources, target population, sample size used, data collection methods, how data were analyzed and measurement of variables.

## 3.2 Research Paradigm

In undertaking this research both research philosophies have been used, i.e. the researcher has used qualitative and quantitative approach to the subject (positivism and enterpretivism).

## 3.3 Research Design

Saunders et al. (2007) define research design as the general plan of how the research questions would be answered. It is the conceptual structure within which research is conducted. It constitutes a blue print for the collection, measurement and analysis of data. The function of research design is to provide for the collection of relevant information with minimal expenditure of effort, time and money (Ranjit, 2005). Research design is one of the most important tasks in carrying out the survey. Case study design was adopted in this study to investigate the effect of motivation on employees' work performance in the TPB. Research design allow researcher to analyze the relationship between motivation and employee performance at their work.

### 3.3.1 Area of the Study

The study was conducted at the TPB in Shinyanga region. Three branches of TPB were under study. The area has been chosen because the researcher is doing a supervisory role of the TPB branches in Shinyanga region, hence data collection was easily accessible and researcher might achieve high response rate of the questionnaires.

### 3.3.2 Population of the Study

According to Kothari (2008), a population refers to the aggregate of all cases that conform to some designated set of specifications; it is the entire set of relevant units of analysis or data. There is one main branch and two mini branches of TPB in Shinyanga Region. Target population enquired in this study as per TPB payroll details was 100.The sample size included 5 management personnel of the organization, 10 head of departments, and 30 staff members of TPB Shinyanga Region, at a proportion stated in the sample size as the total of 45 sample sizes.

### 3.3.3 Sample and Sampling Technique

Sampling is the process of selecting a sample or a small group from the larger population in order to represent the whole population; these are the procedures the researcher uses to gather respondents such as people, places or things to study. Fraenkel et al (2012) defines sampling as the process of selecting individuals to participate in a research. For David (2005) and Mercado (2006), sampling essentially involves a system of selecting a population representation from the general population depending on the objective of the study, availability of money, time and effort in gathering research data. Simple random samplings were used since no complexities involved. All that needed is a relatively small, clearly defined population (Orodho and Okombo, 2002). This was used because every TPB branch has defined employees who were picked randomly. Sampling can be probability or non-probability.

In probability sampling, there is equal opportunity for all the elements to be selected, while in non-probability sampling, no equal chance for the element to be selected. In this case, purposive sampling technique was used. Each branch in the sample gave correspondence namely: Branch Manager, Branch Operation Manager, Assistant Managers, Bank Operation Officers, Credit Officers, Bank Tellers, and Sales Executives. These individuals gave information by filling in the questionnaires on the status of motivation in their bank. For the sake of this study, the sample size of 45 respondents was picked and used. In response to time factor and pecuniary constraints of the researcher, this number of respondents was enough as it represented all key stakeholders of TPB.

## 3.4 Procedures for Data Collection

According to Kothari (2007), procedure for data collection defined as a guideline for the collection, processing and analysis of data from selected population.

### 3.4.1 Types of Data

The task of data collection follows after a research problem has been defined and research design chalked out (Kothari, 2007). In this research; two types of data, namely primary and secondary data were collected.

#### 3.4.1.1 Primary Data

The primary data are those, which are collected from field for the first time. It is the first hand information because they have never been obtained and presented in any source by another researcher. Henceforth these data are considered highly credible. In this study, primary data was collected from respondents through questionnaires, interview and observations. Questionnaires were specifically designed to answer research questions and attain research objectives.

#### 3.4.1.2 Secondary Data

Secondary data, on other hand are those which have already been collected and published by someone else in any form and which have already been passed through statistical process. Secondary data for this study was collected from books, journals, articles, reports and newspapers, both published and unpublished, as well as from online sources.

### 3.4.2. Methods of Data Collection

#### 3.4.2.1 Questionnaire

Questionnaire is a set of questions, which are usually sent to the selected respondents

to answer at their own convenient time and return the filled questionnaire to the researcher. The reason for using questionnaire includes its ability to cover a large sample size at a low cost and give a respondent adequate time to give well though-out answers. (Saunders, Lewis & Thornhill, 2007). Questionnaire was divided into 2 sections. First section seeks to obtain the personal information of the respondents while second section contains the questionnaire of the subject matter. Questionnaire was close-ended questions.

#### 3.4.2.2 Interview and Telephone Survey

Interview is a method of data collection whereby a researcher collects data through face to face conversation with the respondent. On the other hand telephone survey is a form of interview that uses other devices of communication to get audio or audio visual communication between the researcher and a respondent. Interview and telephone survey were used because they accorded the interviewer with an opportunity to have discussions with respondents and even get clarification on points made by the subjects. At least two officials in each department of TPB were interviewed. Only five respondents were interviewed through telephone survey, thus making interview in this form an ideal tool. The interview guide was semi-structured, as other questions absent in interview guide were asked to get more clarification.

The respondents who were interviewed included the administrators of TPB and other employees. The categorization of employees was made because the administrators like the Branch Manager are regarded as policy makers. Although they are all employees of TPB, but their powers and interests differs in some aspect. Bearing the fact that administrative officers are regarded as employers it was imperative to interview them separately. Moreover some customers were interviewed to see the quality of services offered by TPB.

Through touching these major groups the researcher could draw a conclusion as to the effect of promotion in services rendered by employees. Some business experts who happen to be the customers of TPB were interviewed on the trend of services offered by TPB. The Selection of respondents was randomly made as it depended on the official available and capable of giving the required information via telephone survey.

### 3.4.3 Documentary

Text documentary were collected from, internet, books, journals, research articles and magazines. Websites such as [http://smallbusiness.chron.com/motivation-employee-performance-1964.html,http://www.nwlink.com/~donclark/performance/ motivation.html](http://smallbusiness.chron.com/motivation-employee-performance-1964.html%2Chttp%3A//www.nwlink.com/~donclark/performance/%20motivation.html) and, <https://en.wikipedia.org/wiki/Motivation> were used to search useful information and facts about the study.

## 3.5 Data processing and Analysis

Data were collected, summarized and analyzed using Ms Excel (2007) and Statistical Package for Social Science (SPSS) Version 19. Both Pearson Correlation Coefficients and Descriptive analysis was used in data analysis. Content analysis used to obtain descriptive statistics (including mean, standard deviation and variance) to draw conclusion for the study. The research findings were organized and presented in form of words and numbers by using frequency tables, histogram, charts and simple percentage method.

## 3.6 Measurement of Variables

The main variables of the study are motivation and employees’ work performance. This research used standard questions adopted from previous studies to measure the variables.

### 3.6.1 Motivation to Employees

Effect of motivation to employee work performance was measured using organizational commitment questionnaires developed by Mowday et al (1979, 1982) and modified by Meyer and Allen (1997). This scale was also used by Turker (2008). This instrument measures attitudinal commitment in relation to motivation they receive. Scores from the items were averaged to yield summary scores reflecting employee commitment. The instrument has been tested and used previously.

### 3.6.2 Work Performance

A self - appraisal approach was used to measure the work performance of employees. Al Gattan (1983) and Yousef (2000) have used the adopted self-appraisal approach previously with yielded acceptable outcome. With this method employee is given an opportunity to comment on his or her performance (William & Anderson 1993). Two dimensions of work performance namely quality and productivity were measured using four items. Scores were averaged to yield the summary scores reflecting the work performance.

## 3.7 Reliability and Validity of Data

Reliability defined as the extent to which results are consistent overtime ((Saunders, Lewis & Thornhill, 2012). Reliability has to do with accuracy and precision of measurement procedures. Validity implies applicability and usefulness of the data obtained through such reliable design and all the way to conclusive findings (Kothari, 2007). Pilot study was done to test whether the tools are truly measuring what they intended to measure (Kothari 2007). Reliability of the tool was made in the beginning by piloting the questionnaires before a comprehensive exercise of data collection to see if the tool can give consistent response from different respondents.

## 3.8 Ethical Issues

Ethical refers to the standards of behavior that guide researchers' conduct in relation to the rights of those who become the subject of research, or are affected by it (Saunders, Lewis & Thornhill, 2012). In this study, the researcher ensured that there is confidentiality of the data provided by the respondents. In addition, researcher ensures anonymity of participant's identities. Before collecting the data, respondents were informed the purpose of the study and the way the results were used for.

# CHAPTER FOUR

# 4.0 PRESENTATION OF RESULTS AND DISCUSSION OF FINDINGS

## 4.1 Introduction

In this chapter we will reveal the findings of the study in relation to effect of motivation to performance of employees and later give recommendation basing on those findings. In this regard we will categories our findings in some groups as it will be shown below. The idea behind such categorization is to give clear picture of diversity of problems that needs different approach in solving. Moreover after every finding the researcher will give recommendation.

## 4.2. Basic Information

The researcher wanted to know personal information from the respondents in order to be able define demographic characteristics of employees of TPB. The information were tabulated in categories.

### 4.2.1 Gender of Respondents

Table 4.1: Gender of Respondents

|  | **Frequency** | **Percent** |
| --- | --- | --- |
| Male | 21 | 46.7 |
| Female | 24 | 53.3 |
| **Total** | **45** | **100.0** |

**Source:** Field data (2016)

The study was interested to use gender in order to get information from both sexes because both sexes have an equal chance of being an employee. The result showed that the majority of respondents were females which were 24 equivalents to 53.3% and 21 equivalent to 44% were male.

### 4.2.2 Work Experience

Table 4.2: Work Experience

|  | **Frequency** | **Percent** |
| --- | --- | --- |
| below 3 years | 15 | 33.3 |
| 3-6 years | 13 | 28.9 |
| 7-10 years | 6 | 13.3 |
| above 10 years | 11 | 24.4 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

The respondents were asked to state how long they had served in TPB.The table above shows the distribution of the respondents in terms of their length of stay in the organization. Herein, it shows that 33.3% of the respondents had worked below 3 years while 13.3% had stayed for 7-10 years. The result indicate that majority of the respondents have less experience. The length of stay could easily determine the level of loyalty in the organization and the feeling of job security.

### 4.2.3 Age

Table 4.3: Age of Respondents

|  | **Frequency** |  **Percent** |
| --- | --- | --- |
| below 30 years | 13 | 28.9 |
| 30-40 years | 19 | 42.2 |
| above 40 years | 13 | 28.9 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

This table shows the age range of the respondents. (42.2%) of the respondents were 30-40 years old, showing that most of them were already considered as young adult. Thirteen percent (13%) of the respondents were below 30 years old. On the other hand, 13% of the respondents are in the 40 and above status. The apparent range of the maturity of the respondents reflects several implications in the study's findings.

### 4.2.4 Level of Education

Table 4.4: Level of Education of Respondents

|  | Frequency |  (%) |
| --- | --- | --- |
| Secondary | 7 | 15.6 |
| Diploma | 16 | 35.6 |
| Bachelor | 16 | 35.6 |
| Masters | 6 | 13.3 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

In the above table, the respondents were asked for their level of education and the report shows that 35.6 % of them have Diploma, also 35.6% have Bachelor Degree, 15.6% of respondents have secondary education and only 13.3%had attained Masters Degree. The survey indicates that most of the respondents are college graduate. This shows that employees are too engaged and do not have much time for self-development.

### 4.2.5. Marital Status

Table 4.5: Marital Status of Respondents

|  | Frequency | (%) |
| --- | --- | --- |
| Single | 19 | 42.2 |
| Married | 24 | 53.3 |
| Divorced | 2 | 4.4 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

The above illustration shows the marital status of the respondents. 53.3% of the total respondents are married. There is only 42.2% who are single from forty five respondents. As the table was interpreted, there is 4.4% of respondents who are divorced. This is due to the large number of young adult in the sample as compared to those who are adult.

### 4.2.6 Number of Dependants

Table 4.6: Number of Dependants

|  | Frequency | Percent |
| --- | --- | --- |
| below 2 | 25 | 55.6 |
| 3-5 | 17 | 37.8 |
| more than 5 | 3 | 6.7 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

From Table 4.6 it can be seen that 55.6% of the respondents have below two dependants.37.8% represents the respondents with between 3 to 5 dependants. The remaining 6.7% of the respondents have more than five dependants. This implies that many employees at TPB have less dependants.

### 4.2.7. Monthly Income

Table 4.7: Monthly Income of the Respondent

|  | Frequency | Percent |
| --- | --- | --- |
| below 400,000 | 3 | 6.7 |
| 400,000-800,000 | 21 | 46.7 |
| above 800,000 | 21 | 46.7 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

The distribution of the respondents’ monthly income is illustrated in Table 4.7. As can be seen, 3 out of 45 respondents( i.e 6.7% of the respondents) earned below 400,000Tshs a month. 21 out of 60 respondents( i.e. 46.7% of the total respondents) earned between 400,000 Tshs- 800,000 Tshs a month, while 21 out of 60 respondents( i.e 46.7% of the total respondents) earned above 800,000Tshs monthly income group.

### 4.2.8. Staff Category

Table 4.8: Staff Category

|  | Frequency | Percent |
| --- | --- | --- |
| supporting staff | 20 | 44.4 |
| Professional | 18 | 40.0 |
| Managerial | 7 | 15.6 |
| Total | 45 | 100.0 |

**Source:** Field data (2016)

Based on the collective results of the findings, most well represented department is supporting staff providing 44.4% of the total respondents. Professional staff follows this with 40% of the respondents thus Managerial Staff provided only 15.6% of the respondents. The percentage of distribution is illustrated in the figure above.  It can be posited that the major respondents are supporting staff probably because of their need for performance.

### 4.2.9 Motivators

The researcher asked respondents to state about the motivators that encourages them to perform at their best.The feedback on whatmotivates respondents is illustrated in Table 10.disagreed and 11.1% were uncertain. Majority of the respondents 77.1% agreed the statement that need to be accepted by teammates encourages them to perform at their best, 22.2% strongly agreed, 0% disagreed and 6.7% were uncertain. In respect to whether the existence of training and development opportunities encourages them to perform at their best, 55.6% agreed, 40%strongly agreed, 0% disagreed and 4.4% were uncertain. While 4.4% disagreed and 2.2% strongly disagreed, 53.3% agreed that potential promotional opportunities encourages them to perform at their best, 28.9% were strongly agreed and 9.2% were not sure.

Table 4.9: Results of Motivational Statements

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **5** | **4** | **3** | **2** | **1** |
| **Freq& %** | **Freq& %** | **Freq&%** | **Freq&%** | **Freq& %** |
| 1 | The need to achieve goals and targets. | 15 (33.3%) | 25 (55.6%) | 0 (0%) | 0 (0%) | 5 (11.1%) |
| 2 | The need to be accepted by my teammates | 10 (22.2%) | 32 (71.1%) | 0 (0%) | 0 (0%) | 3 (6.7%) |
| 3 | The existence of training and development opportunities  | 18 (40%) | 25 (56.6%) | 0 (0%) | 0 (0%) | 2 (4.4%) |
| 4 | Potential promotional opportunities.  | 13 (28.9%) | 25 (56.6%) | 2 (4.4%) | 0 (0%) | 5 (11.1%) |
| 5 | The opportunity to assist my team members  | 6 (13.3%) | 34 (75.6%) | 2 (4.4%) | 0 (0%) | 3 (6.7%) |
| 6 | Job security  | 13 (28.9%) | 28 (62.2%) | 0 (0%) | 0 (0%) | 4 (8.9%) |
| 7 | Opportunities to use my own initiative.  | 7 (15.6%) | 30 (66.7%) | 5 (11.1%) | 0 (0%) | 3 (6.7%) |
| 8 | Increasing responsibility  | 5 (11.1%) | 30 (66.7%) | 6 (13.3%) | 1 (2.2%) | 3 (6.7%) |
| 9 | Broadening the functions of the job.  | 7 (15.6%) | 27 (60%) | 7 (15.6%) | 0 (0%) | 4 (8.9%) |
| 10 | The feeling of accomplishment I get from my job.  | 7 (15.6%) | 30 (66.7%) | 2 (4.4%) | 0 (0%) | 6 (13.3%) |

**Source:** Field data (2016)

From the above Table 4.9, 55.6% of respondents agreed that the need to achieve goals and targets encourages them to perform at their best, 33.3% strongly agreed, 0% Majority of the respondents 75.6% agreed and 11.1% strongly agreed that the opportunity to assist the team members encourages to perform at their best, 8.9% were uncertain while 4.4% strongly disagreed. In other hand job security were considered as a motivator that encourages employees to perform at their best whereby 62.2% agreed, 28.9% strongly agreed, 0% disagreed and 8.9% were uncertain. On opportunity to use own initiative 66.7% which is more than half of respondents agreed, 15.6% strongly agreed to that, 11.1% disagreed and 6.7% were uncertain. On whether increasing responsibility encourages to perform at their best 64.4% and 11.1% agreed and strongly agreed respectively, 13.3% disagreed, 2.2%strongly disagreed and 8.9% were uncertain. On broadening the functions of the job, 60% agreed, 15.6% strongly agreed, 15.6%disagreed and 8.9% were uncertain. Last statement in table 4.9 regarding to the feeling of accomplishment obtained from the job, 64.4% agreed, 15.6% strongly agreed, 13.3% were uncertain and 4.4% and 2.2% were disagreed and agreed respectively.

The results show that majority of employees have a perception that the opportunity to assist the team members and the need to be accepted by the teammates encourages to perform at their best.

### 4.2.10 Employee Performance

This is the activity of performance of doing something fruitfully by knowledge as famous from simply possessing it.

Table 4.20: Results about Employee Performance

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **5** | **4** | **3** | **2** | **1** |
| **Freq& %** | **Freq& %** | **Freq& %** | **Freq& %** | **Freq& %** |
| I | Performance standards in my organization are clear and easily understandable | 9 (20%) | 21 (46%) | 7 (15.6%) | 2 (4.4%) | 6 (13.3%) |
| Ii | I am part of setting my own performance standards.  | 10 (22.2%) | 26 (57.8%) | 2 (4.4%) | 1 (2.2%) | 6 (13.3%) |
| Iii | I receive continuous feedback and recognition  | 11 (24.4%) | 24 (53.3%) | 5 (11.1%) | 0 (0%) | 5 (11.1%) |
| Iv | The performance standards in my organization are reasonable (easily attainable) | 5 (11.1%) | 29 (64.4%) | 6 (13.3%) | 1 (2.2%) | 4 (8.9%) |
| v. | Self-esteem fulfilled | 9 (20%) | 27 (60%) | 4 (8.9%) | 1 (2.2%) | 4 (8.9%) |
| vi. | Status fulfilled | 8 (17.8%) | 27 (60%) | 3 (6.7%) | 1 (2.2%) | 6 (13.3%) |
| vii. | Personal growth fulfilled | 7 (15.6%) | 34 (75.6%) | 0 (0%) | 1 (2.2%) | 3 (6.7%) |
| viii. | Affiliation fulfilled | 6 (13.3%) | 33 (73.3%) | 2 (4.4%) | 1 (2.2%) | 3 (6.7%) |
| ix. | Rewards are focusing on the real needs of the employees.  | 18 (40%) | 23 (51.1%) | 1 (2.2%) | 0 (0%) | 3 (6.7%) |
| x. | Complimentary is given for a good work performed. | 17 (37.8%) | 20 (44.4%) | 3 (6.7%) | 1 (2.2%) | 4 (8.9%) |
| xi. | Rewards are determined by myself.  | 18 (40%) | 21 (46.7%) | 3 (6.7%) | 0 (0%) | 3 (6.7%) |
| xii. | Rewards are determined by my superiors.  | 7 (15.6%) | 21 (46.7%) | 6 (13.3%) | 5 (11.1%) | 6 (13.3%) |

**Source:** Field data (2016)

According to figure 4.10 the respondents were asked about the indicators for good employee perfomance.The results showed that 46.7% agreed that perfomance standards in the organisation were clear and easly understandable, 20% strongly agree to the statement,15.6% disagree,4.4% strongly disagree and 13.3% were uncertain.On being part of setting personal perfomance standrds,57.8% agreed,22.2% strongly agree 13.3% were uncertain,4.4% disagreed and 2.2% strongly disagreed.When asked if receiving continuous feedback and recognition was their indicator for good perfomance,53.3% of respondents agreed,24.4% strongly agree, 11.1% disagree and 11.1% were uncertain.

The study showed that 64..4% agreed that the perfomance standards in the organization should be reasonable,13.3% disagreed,11.1% strongly agreed,8.9% were uncertain and 2.2% strongly disagree.60% agreed that when self esteem fulfilled they will perfom well,20% strongly agreed,8.9% of the respondents disagreed while another 8.9% were uncertain and 2.2% disagreed.On status 60% agreed,17,8% strongly agree,13,3% were uncertain while 6,7% disagreed and 2.2% strongly disagreed.The result showed that majority of the respondents which is 75.6% agreed that when personal growth fulfilled they will perfom well,15..6% agreed,6.7% were uncertain and minority which is 2,2% strongly disagreed.On affilliation fulfilment majority which is 73.3% agreed,13.3% strongly agreed,6.7% were uncertain while 4.4% disagreed and 2.2% strongly disagreed.51.1% of the respondents agreed that rewrds are focusing on the real needs of the employee,40% strongly agree,6,7% were uncertain and 2.2% disagree.

The study was interested to know whether complementary for a good work performed encourages to perform well,44.4% of the entire respondents agreed,37.8% strongly agree,8.4% were uncertain while 6.7% disagree and 2.2% strongly disagreed.The study intended to find out employees response when rewards are determined by themselves.46.7% agreed,40% strongly agree,6.7% disagree and 6.7% were uncertain.On rewards determined by the superors,46.7% agreed,15.6% strongly agreed,13.3% were uncertain while 133% disagreed and 11,1% strongly disagreed

The illustration above shows that majority of respondents rated the following statements positively:

1. Personal growth fulfilled
2. Affiliation fulfilled
3. Rewards determined by employee himself.

On the other hand the following statements were rated lower:

1. Perfomance standards in the organization are clear and easly understandable
2. Rewards are determined by superiors.

### 4.2.11 Relationship between Rewards and Performance Results

Rewards can be used to improve performance by setting targets in relation to the work given. However rewards must support organizational goals and also must be fair.

1.1% were uncertain. On annual company perfomance bonus,51.1%.agreed,24.4% disagreed,8.9%strongly agreed while 8.9% were uncertain and 6.7% strongly disagreed.Opinion on monthly target based incentive schemes shows that 51.1% agreed,20% were uncertain,15.6% strongly agreed,11.1% disagreed and 22% strongly disagreed.Informal reward is effective in building relationships and sustaining high morale and high performing teams.51.1% regarded informal praise from superiors as valuable reward while15.6% were uncertain,another 15.6% strongly disagreed,11.1% disagreed and 6.7% strongly agree.

Table 4.31: Results of Monetary and Non-Monetary Rewards

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | 5 | 4 | 3 | 2 | 1 |
| **Freq& %** | **Freq& %** | **Freq& %** | **Freq& %** | **Freq& %** |
| i. | Salary and wages | 24 (53.3%) | 11 (24.4%) | 4 (8.9%) | 1 (2.2%) | 5 (11.1%) |
| ii. | Annual company performance bonus. | 4 (8.9%) | 23 (51.1%) | 11 (24.4%) | 3 (6.7%) | 4 (8.9%) |
| iii. | Monthly target based incentive schemes. | 7 (15.6%) | 23 (51.1%) | 5 (11.1%) | 1 (2.2%) | 9 (20%) |
| iv. | Informal praise from your superior (thank you) | 3 (6.7%) | 23 (51.1%) | 5 (11.1%) | 7 (15.6%) | 7 (15.6%) |
| v. | Formal praise from your superior (certificate) | 9 (20%) | 18 (40%) | 10 (22.2%) | 3 (6.7%) | 5 (11.1%) |
| vi. | Symbolic gifts (caps, badges, t-shirts) | 2 (4.4%) | 16 (35.6%) | 19 (42.2%) | 4 (8.9%) | 2 (4.4%) |
| vii. | Mention in monthly magazine. | 9 (20%) | 21 (46.7%) | 5 (11.1%) | 4 (8.9%) | 6 (13.3%) |
| viii. | Employee of the month trophy (nominated by management). | 4 (8.9%) | 21 (46.7%) | 11 (24.4%) | 5 (11.1%) | 4 (8.9%) |
| ix. | Employee of the month trophy (nominated by fellow employees). | 15 (33.3%) | 16 (35.6%) | 3 (6.7%) | 3 (6.7%) | 4 (8.9%) |
| x. | Obtaining canteen vouchers by accumulating points for meeting performance standards. | 7 (15.6%) | 19 (42.2%) | 9 (20%) | 2 (4.4%) | 8 (17.8%) |
| xi. | Achieving specific point levels to qualify for tickets for sporting or entertainment event. | 5 (11.1%) | 22 (48.9%) | 4 (8.9%) | 4 (8.9%) | 5 (11.1%) |

**Source:** Field data (2016)

In Table 4.11, majority of the respondents which is 53.3% strongly agreed salary and wages as valuable reward,24.4% agreed,8.9% disagreed,2.2%strongly disagreed and On other hand formal rewards often work for only short time and what works in one place may not work in another. 40% of respondents agreed that formal praise from superior is valuable reward,22.2% disagreed,20% strongly agree,11.1% were uncertain and 6.7% strongly disagreed.Respondents disagree by 42.2% that symbolic gifts are valuable rewards,35.6% agreed,8.9% strongly disagreed while other 8.9% strongly disagreed and 4.4% were uncertain.46,7% agreed that to be mentioed in monthly magazine is a valuable reward,20% strongly agreed,13.3 % were uncertain 11.1% disagreed and 8.9% strongly disagreed.

The respondents were asked about employee of the month trophy (nominated by management).46.7% agreed,24.4% disagreed,11.1% strongly disagreed while 8.9% strongly agreed and 8.9% were uncertain,However 35.6% agreed on employee of the month trophy to be nominated by fellow employee.33.3% strongly agree,15.6% disagree,8.9% ere unertain and 6.7% strongly disagree.Study revealed that obtaining canteen vouchers by accumulating points for meeting perfomance were agreed by 42.2%,disagreed by 20%, 17.8% were uncertain,15.6%strongly agreed and 4.4% strongly disagreed.Respondents were asked to rate achieving specific point levels to qualify for tickets for sporting or entertainment event.Majority whih is 489%agreed,22.2% disagreed,11.1% strongly agreed while 8.9%were uncertain and other 8.9% strongly disagreed.

Results found that the following statements were regarded by majority of respondets as either important or very important by rating ‘strongly agree and ‘agree’:

1. Salary and wages
2. Monthly target based incentive schemes
3. Mention in monthly Magazine
4. Employee of the month trophy(Nominated by fellow employees).

Those were perceived to have a great influence in motivating employees to perform as well as in motivating them to be more productive in their work. However,symbolic gifts were rated lower by majority of respondents.This indicates that employees does not consider such gifts as motivators for their perfomance.

The following are the summary of the research findings from the research objectives.

1. Basing on data collected and analyzed it has been revealed that motivation improves employees performance at TPB in Shinyanga there is a direct and strong link between motivation and work performance. Respondents revealed that they feel a sense of satisfaction when their contribution is acknowledged through motivation of different kinds. This affirms Rizal and Ali contention that highly motivated employee build advantages for their company and leads the organizations to reach its objectives (Rizal and Ali, 2010)
2. Furthermore it has been realized through data collected and analyzed those valuable rewards as a means of motivation improve employee performance at TPB in Shinyanga region. Valuable reward like money or anything monies worth can improve the life of the employee economically. When the employee does not face a lot of financial constraints his/her mind will be relaxed and focused in the work he is doing. This may lead him to acquire material possession through such reward. Money given as motivation can be used to acquire properties like land which despite its value is a sign of prestige to family and relative. This means that the story behind the property acquired through valuable reward will motivate the employee to work more to achieve higher goal.This conforms to Vroom and Deci (1971) theory of motivation and performance in which it states that there are "whys" of behavior…of an individual. “When drives are aroused, motivated individuals sustain their efforts over extended period of time, whereas unmotivated individuals lose interest and energy rapidly.
3. Lastly it has been revealed by this study that motivation is the cause of good business performance. Business performance is one of the direct results of good products and employees’ effort and dedication to achieve the mission and vision of the business. This conformsPamela’s finding, Omolo (2015) in which findings revealled that 88.9% percent of KCBemployees regarded their work as a means to end. And this ends was interpreted to include money as such motivation in such form lead to good business performance.

The first finding support Hertzberg two factors theory by showing that motivators and hygiene motivates employees. These factors work independent of each other, but they are core in good work performance in organization. It is Paul Hebert view that heterogeneous nature of employees in organizations makes it mandatory to employ different forms of motivation techniques by stating that benefits packages should not be one-size-fits-all. Furthermore the second finding of this study supports Maslow’s hierarchy on need theory by revealing that when the five basic needs of an employee are met i.e. you must be in a good health, safe and secure with a meaningful relationships and confidence before you are able to be the most that you can be. This finding also partly support Bernard Weiner’s three dimensional theory of attribution which states people try to determine why we do what we do. The reasons we attribute to our behavior can influence how we behave in future. Weiner considered three characteristics of attribution to stability, locus control, and controllability.

In this regard he said that if you want to motivate employees give them specific feedback, letting them know that you know they can improve and how they can about it. This will help them from attributing their failure to an innate lack of skill and see that success is controllable if they work harder using different strategies. On the other hand the third finding contradicts Hawthorne effect theory that contends that employees are motivated to work harder as a response to attention being paid to them, rather than the actual physical changes themselves. Moreover all findings support expectancy theory which states that people are most motivated if they believe that they will receive a desired reward if they hit an achievable target. They are least motivated if they do not want the reward or they do not believe that their efforts will result in the reward.

There is a need for organizations to employ carrot and stick approach style of management to ensure better performance. Banks like TPB have employees who devote half of their day working for the employer. Their work requires dedication and zeal to attain higher goals of the organization. In turn organizations should make sure that their development goes hand in hand with personal development of their employees by offering motivation for the work well done.

The motivation should consider employee’s demand and needs. This can be ascertained by conducting TNA for motivation. It is important to conduct TNA because motivation my take different forms such as but not limited to appreciation through feedback, complimentary special recognition, promotion, reward etc. In this regard Khan et al. (2010) discussed some forms of motivation such as payment, promotion, benefits and recognitions play an important role in making sure employees delivers good services to their customers.

In turn this ensures customer satisfaction. The reason behind is that satisfaction of banks’ customers depends on the quality of services and the way commercial banks employees render these services to their customers. They noted that motivation is a process in which people are convinced to move forward to performing something special to fulfill their needs and get satisfaction. On the other hand Uzonna (2013) confirmed that the use of non-cash rewards can be an effective and cost-efficient way to motivate employees by stating that when it comes to bringing out the best performance of employees, growth opportunities and challenges, recognition and non-cash rewards are more effective motivators than money.

No theory is self-satisfactory, but it is our humble assertion that Herzberg, Mausner and Snyderman’s (1959), two-factor theory is an ideal theory in linking motivation and performance to reach organizational goals. This theory call for employing two tier systems of motivation namely valuable and non-valuable rewards to achieve good work performance and customer satisfaction

## 4.3 Discussion of Findings

The present study examines the effect of motivation on employees’ performance in TPB at Shinyanga region. The findings affirm the empirical work of Rizwan and Ali that highly motivated employee build advantages for their company and leads the organizations to reach its objectives (Rizal and Ali, 2010). Firstly, respondents were asked to rate 10 variables on motivators that encourage them to perform at their best. These variables were as follows: The need to achieve goals and targets, the need to be accepted by my teammates, the existence of training and development opportunities, potential promotional opportunities, the opportunity to assist the team members, job security, opportunities to use their own initiative, increasing responsibility, broadening the functions of the job and the feeling of accomplishment obtained from the job. In all these variables, more than three quarter of the respondents agreed positively on ten statements.

However, 13.3% of the respondents rated the feeling of accomplishment obtained from the job as neutral, therefore neither important nor unimportant. Analysis of data reveals that being accepted by the teammates encourages employees to perform better. Motivation is very closely linked to people’s needs and the satisfaction in their jobs. It is therefore important to understand what motivates people and makes them perform better than expected. In the next four variables respondents were supposed to rate on needs which need to be fulfilled to improve job performance. The findings of the study in this part affirmed the contention of Vroom and Deci (1977), ‟they are the "whys" of behavior they arouse and maintain activity and determine the general direction of the behavior of an individual. “When drives are aroused, motivated individuals sustain their efforts over extended period of time, whereas unmotivated individuals lose interest and energy rapidly.

The finding conforms to the above statement because majority of respondents (i.e. more than three quarter of the respondents) rated self-esteem, status, personal growth and affiliation needs very positively. Even though self-esteem and status needs were rated lower than personal growth and affiliation needs, the results still indicate that all four needs listed should be considered when designing a reward structure. The motivation of a person depends on the strength of the person's motives. Motives are needs, wants, drives or impulses within an individual.

Likewise Vroom and Deci contention (Vroom and Deci (1977)) still hold water in another four variables in which respondents were asked to rate on when they think that rewards positively impact on job performance. The majority of respondents rated “rewards should focus on the real needs of employees” and “rewards should be complimentary of the good work performed”, as either ‘strongly agree’ or ‘agree’. The overall view of all respondents showed a sharing of this feeling. The overall view of respondents on “rewards are either determined by self or by superiors”, showed low rating by either ‘uncertain’ or ‘strongly disagree’

The study also focused on whether rewards have a positive effect on motivation of employees and performance. Monetary and non-monetary rewards were given to establish whether both play a role in employees performance. The first three variables:Salary and wages, annual company performance bonus and monthly target based incentive schemes, aimed to know whether monetary rewards are valuable for good performance. The majority of respondents felt that money plays an important role as a reward that improves performance. These findings conforms to the empirical work of Omolo (2015) whose study on KCB employees indicated that 88.9% percent of employees in his sample regarded their work as a means to end. And this ends was interpreted to include money and the reason may be that workers need to take care of themselves, their families and other dependents and provide themselves other basic needs of life.

When asked to rate 8 variables on non-monetary rewards on whether the mentioned variables are valuable rewards for good performance,respondent’s overall rating of the effect of the following non-monetary rewards on performance varied between neutral and important: informal praise from your superior; symbolic gifts; mention in monthly magazine; employee of the month trophy(nominated by management) and formal praise from your superior. The previously mentioned non-monetary rewards can be regarded as important as the overall ratings tend to be ‘strongly agree’ and ‘agree’.

Other non-monetary reward: employee of the month trophy (nominated by fellow employees) was rated by majority of the respondents as ‘strongly agree’and almost half of respondents agreed that obtaining canteen vouchers by accumulating points for meeting performance standards is valuable reward.More than two thirds of respondents were in agreement that non-monetary rewards are necessary to improve job performance and they regarded them as an important means of improving job performance.

It was observed that TPB is guided by the notion that performance of employees is vital, not only for the growth of the organization, but also for the growth of the employees’ career.

# CHAPTER FIVE

# 5.0 CONCLUSION AND RECOMENDATION

## 5.1 Introduction

The main purpose of this study was to assess the effect of motivation on employee performance. This chapter focuses on the summary of major findings, conclusion based on the findings and the recommendations. We will relate the findings of this study with the past empirical works or contentions from prominent authors which laid a foundation for management theories. Therefore basing on these findings further study can be carried wherever seems there is a gap. The researcher fully understand that research is continuous process, as long as a person feel there is a phenomenon that needs to be researched upon he/she can do so. In this work respondents were asked to rate variables using one point scale which ranged from ‘strongly agree` to ‘uncertain` in order to know the effects of motivation on employee performance.

## 5.2. Conclusion

The study has discussed the effects of motivation on employees’performance in TPB. It reveals that employees expect monetary and non-monetary rewards for work done and may become dissatisfied, reduce their input or seek change/improvement whenever they feel their inputs are not being fairly rewarded. The importance of motivation in the day-to-day performance of workers’ duties cannot be over emphasized, especially when it comes to being rewarded for a job done. It is a well-known fact that human performance of any sort is improved by increase in motivation. Basing on findings of this study, it can be concluded that workers motivation matters a lot and should be a concern of both the employers and employees.

The results obtained from the research questions showed that workers place great value on the different rewards given to them by their employers. Hence,workers tend to express their displeasure through poor performance and non-commitment to their job when demotivated. Employers should consider well- being of their employees in any decision they make. It should be taken into consideration that motivation is one of the the ccharacteristic for good work performance. Hertzberg, Maslow, Weiner, Hawthorne effect, and expectancy theory should be incorporated in an organization to motivate employees to perform to their potential.

## 5.4. Recommendations

Based on the findings, the following recommendations are hereby suggested:

1. Motivation should be a matter of policy in every institution or organisation. If it will be considered so it can easily be incorporated in their strategic plan. The sense of knowing it is a policy of the institution to motivate its workers will motivate workers to improve their work performance.
2. The CSR should consider motivating employees of institutions like TPB because in another hand they are part and parcel of the community by having the account or using different products of the bank. The Companies Act, 2002, The Bank of Tanzania Act, 2006 and the Banking and Financial Institutions Act, 2006 should be amended to incorporate the provision of motivation of financial institution provision as a condition precedent in registering these institutions. The reason behind is that, employees of these institutions have less spare time after work to invest in other businesses for their own benefits.
3. Financial institutions shoulsd establish Welfare Development Committes that will be assessing how far the institution has developed policies that promote employees welfare. These Committee should be independent and should work hand to hand with the employees trade unions. Tis is due to the fact personal development should go hand to hand with institutional development.
4. Employers should motivational pacages that respond to the needs of employees in their respective institutions. Motivational packages should encourage workers to be more purposeful and improve their performance.

## 5.6. Areas for Future Research

The study assessed the effects of motivation on employees work performance at TPB in Shinyanga region. Suggestions for future studies are provided accordingly. Other researchers should consider investigating effects of motivation on employees’ work performance in their respective institutions. Furthermore, due to variation of research results with other academicians and prominent authors future research may de indispensable to establish relationship of motivation with employees’ performance.

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# APPENDICES

## APPENDIX 1: QUESTIONNAIRE

**Part I: Introduction**

Dear respondent,

Please take a few minutes to read the short preamble below before beginning the survey. It will take you approximately 5 minutes to complete this questionnaire. Please follow the instructions given on every question.

My name is Mrs. Eugenia Pauline Punjila a student at the Open University of Tanzania pursuing master degree in Project Management. I am currently working on my dissertation titled**“Assessing the Effect of Motivation on Employees Performance: A Case Study of Tanzania Postal Bank, Shinyanga Region”** :as a partial fulfillment of this course. In this regard I seeks your cooperation in filling this questionnaire. All information given shall not be divulged to any third party and shall be for academic purposes only. I, therefore, humbly request for your cooperation in answering all questions contained in this questionnaire.

**Part II: Instructions**

**Instructions**

1. Please do not put your name on the questionnaire.
2. The answers that you give are completely confidential and will not be shared with your employer, colleagues, spouse, friends, or any person whatsoever.
3. Some questions are personal and as such, we request that you provide honest answers as much as possible. In this way we can together suggest some recommendations to improve TBP employee performance through different kind of motivation which will benefit you, your colleagues and family members.
4. The questionnaire will be collected in two weeks from the date of receipt.
5. The results of this survey will be published as part of findings in Master of Project Management dissertation at the Open University of Tanzania.
6. It is optional to answer any question marked optional in bracket
7. You may add additional paper to questionnaire if the space given for explanation is not enough

**How to fill in the questionnaire?**

* 1. You can answer most of the questions by putting a tick in the box that apply
	2. For example if you are a male: √ Male
	3. In some questions you have to fill in a number
	4. For example [\_\_7\_] How many Banks?
	5. If you make a mistake please correct your mistake as follows:

E.g. You are a Management Staff but you have ticked the box of a Board Member/ Member

Management Staff Board Member/ Member

Please correct like this

√ Board Member/ Member Management Staff

Sometimes you see a table like the one below. If you agree than you put a tick in that column.

|  |  |  |  |
| --- | --- | --- | --- |
|  | Agree | Disagree | I don't know |
| TPB has been offering different kinds of motivation  | √ |  |  |

**Part III: Description of Organisation**

What is the name of your organisation?

[\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_]

In which region of the country is your organisation located?

[\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_]

In which year was organisation established?

[\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_] (Optional)

**Part IV: Respondent Profile**

1. What is your age in years? [\_\_\_\_\_\_\_\_\_\_\_\_\_]
2. Sex Male Female
3. What is your marital status?

Single

Married

Divorced

Others (please specify):[\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_]

1. What is the highest level of school that you have completed?

Never been to school

Primary

Secondary

Vocational/Trade/College

Under graduate

Post-graduate

1. Tell us about your work.

I work full time in this organisation

I work part time in this organisation

I work on permanent base

I work on contract base

I work temporary

Others (please specify):[\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_]

5. What is your employment level?

Management

Programme staff

Administration/Support

Bank Teller

Volunteers

Other (please specify):[\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_]

1. How long have you been in the employment of this organisation?

 Less than 3 years

3 to 6 years

7 to 10 years

More than 10 years

1. How many dependants do you have?

 Below 2

3 to 5

More than 5

1. What s your monthly income?

 Below 400,000

400,001 – 800,000

Above 800,000

**Part V: Motivators**

**Instruction**

Please rate the following statements (Put a Tick) against the best response:

Rating scale

5 = Strongly agree

4 = Agree

3 = Disagree

2 = Strongly disagree,

1 = Uncertain

1. The following are motivators that encourages employees to perform of their best

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | **5** | **4** | **3** | **2** | **1** |
| I | The need to achieve goals and targets. |  |  |  |  |  |
| Ii | The need to be accepted by my teammates |  |  |  |  |  |
| Iii | The existence of training and development opportunities  |  |  |  |  |  |
| Iv |  Potential promotional opportunities.  |  |  |  |  |  |
| V | The opportunity to assist my team members  |  |  |  |  |  |
| Vi |  Job security  |  |  |  |  |  |
| Vii | Opportunities to use my own initiative.  |  |  |  |  |  |
| viii |  Increasing responsibility  |  |  |  |  |  |
| Ix |  Broadening the functions of the job.  |  |  |  |  |  |
| X | The feeling of accomplishment I get from my job.  |  |  |  |  |  |

**Part VI: Employee Perfomance**

1. The following are indicators for good employee performance.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | 5 | 4 | 3 | 2 | 1 |
| I | Performance standards in my organisation are clear and easily understandable |  |  |  |  |  |
| Ii | I am part of setting my own performance standards.  |  |  |  |  |  |
| Iii | I receive continuous feedback and recognition  |  |  |  |  |  |
| Iv | The performance standards in my organisation are reasonable (easily attainable) |  |  |  |  |  |
| V | Self-esteem fulfilled |  |  |  |  |  |
| vi. | Status fulfilled |  |  |  |  |  |
| vii. | Personal growth fulfilled |  |  |  |  |  |
| Viii | Affiliation fulfilled |  |  |  |  |  |
| ix. | Rewards are focusing on the real needs of the employees.  |  |  |  |  |  |
| x. | Complimentary is given for a good work performed. |  |  |  |  |  |
| xi. | Rewards are determined by myself.  |  |  |  |  |  |
| xii. | Rewards are determined by my superiors.  |  |  |  |  |  |

**Part VII: Rewards**

1. The result of valuable monetary and non monetary reward for good performance.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | 5 | 4 | 3 | 2 | 1 |
| i. | Salary and wages |  |  |  |  |  |
| ii. | Annual company performance bonus. |  |  |  |  |  |
| iii. | Monthly target based incentive schemes. |  |  |  |  |  |
| iv. | Informal praise from your superior (thank you) |  |  |  |  |  |
| v. | Formal praise from your superior (certificate) |  |  |  |  |  |
| vi. | Symbolic gifts (caps, badges, t-shirts) |  |  |  |  |  |
| vii. | Mention in monthly magazine. |  |  |  |  |  |
| viii. | Employee of the month trophy (nominated by management). |  |  |  |  |  |
| ix. | Employee of the month trophy (nominated by fellow employees). |  |  |  |  |  |
| x. | Obtaining canteen vouchers by accumulating points for meeting performance standards. |  |  |  |  |  |
| xi. | Achieving specific point levels to qualify for tickets for sporting or entertainment event. |  |  |  |  |  |

**Thank you for sharing your valuable time in filling this questionnaire!!!**