

**THE ROLE OF INCENTIVES ON WORKERS MOTIVATION IN LOCAL
GOVERNMENT SECTOR: THE CASE OF KALIUA DISTRICT COUNCIL
IN TANZANIA**

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

2017

CERTIFICATION

The undersigned certifies that has read and here by recommends for acceptance by the Open University of Tanzania the desertification entitled "*The Role of Incentives on Workers Motivation in Local Government Sector: The Case of Kaliua District Council in Tanzania*" in partial fulfillment of the requirements for the degree of Master of Human Resource Management of the Open University of Tanzania.



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.....

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DECLARATION

I, **John Chitanda**, do hereby declare that, this dissertation is my own original work and that it has not been presented and will not be presented to any university for similar or any other degree award.

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my Mother Filomena Chinguile, my brother Christian and my sister Hidaya, who taught me that the best kind of knowledge to have is that which is learned for its own sake. I also dedicate this work to my wife Felista Musa and my children Dorothea and Irene John who always tell me that, all things are possible with God.

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ABSTRACT

The main objective of this study was to examine the role of intrinsic and extrinsic incentives on improving the workers' motivation and performance in Kaliua District council in Tanzania. The purposive sampling was used to select 100 respondents for an interview. Key informant interviews and questionnaires were the methods of data collection for the study and the data was analysed by using the descriptive analysis. The study reveals that the intrinsic incentives such as training opportunities, job security, recognition, sense of achievement, involvement of staff in decision making, sense of achievement, and personal rewards were inadequate. The study also reveals that the extrinsic incentives provided to employees were inadequate where the management team and higher carder staff were the one who enjoyed the allowances. Also more than 50% of employees reported the unfavourable physical environment, inadequate salaries, lack of accommodation at the district head quarter, and lack of public transport. Also about 56% of staff said that they preferred extrinsic incentives, especially monetary incentives than extrinsic incentives. This study recommends that both intrinsic and extrinsic incentives should be provided to workers so as to increase their motivation status and hence improved job performance for these workers.

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LIST OF ABBREVIATIONS AND ACRONYMS

CIPD	Chartered institute of Personnel and Development.
DBS	Diploma in Business Studies
HRM	Human Resource Management
HODS	Heads of Departments.
HR	Human Resources.
KDC	Kaliua district council
LG	Local government
MHRM	Master of human resource management
MBO	Management by objectives
OPRAS	Open performance and review appraisal system
OUT	Open University of University.
PE	Perceived Equity
PMA	Performance Measurement and Accountability
PSM	Public Service Motivation.
SPSS	Statistical Package for Social Science.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Overview

This chapter covers the background information, statement of the research problem, objectives of the study, research question, significance of the study, scope of the study, organization of the study and the study limitations.

1.2 Background Information

Cole (2014) asserted that motivating the workforce by the management creates the working environment which is necessary for the achievement of organizational goals. Guest (1987) argued that managers who fail to motivate and improve their workers caused motivational problems in public organizations in Ghana. Hence in order to increase the work effectiveness and performance, it is important to address a number of issues which makes employees to be satisfied with their jobs. Various studies have been done to assess the factors affecting employees' motivation and the role of motivation and incentives on job performance. Some of studies done outside Africa are: Srivastava and Bhatia (2013) and Singh (2011) in India; Aarab et al (2013) in Malaysia, Ahmad (2010) in Pakistan. Studies done in Africa are Kiruja and Makuru (2013) in Kenya and Muogbo (2013) in Nigeria, to mention few.

Studies done in Tanzania and their focus are Magayane (2008) who assessed the motivation in police force in Dar es salaam, Mpembeni et al. (2015) who studied the motivation factors for the health workers in Morogoro region, Tanzania and Lyatuu (2008) who assessed the motivation for TAZARA workers. Also Lyimo (2014)

assessed the effects of teachers' low payments in Moshi district, Tanzania. Moreover, Orasa (2014) examined the effect of motivation factors on employees' job performance in public primary health care facilities in Mwanza while Bennell and Mukyanuzi (2005) studied the status of teachers' motivation crisis in Muleba and Temeke councils. This study was conducted to assess the factors which affect the role of intrinsic and extrinsic incentives on motivation of workers in Kaliua district council.

1.3 Statement of the Problem

Motivation of workers in any organization is important drive for workers in achieving the organizational goals. According to Odukah (2016), employees were demotivated by non monetary incentives such as lack of performance recognition, poor working conditions and lack of training and development in Kenya. However, Harunavamwe and Kanengoni (2013) found that there was no significant relationship between monetary rewards and motivation for employees in South Africa. Lyimo (2014) revealed that factors which lead to low motivation for teachers in Tanzania are low salary and delays in payment of teachers' allowance. The outlined factors show that both monetary and non monetary incentives influence motivation for workers which ultimately influences the job performance.

Currently, workers at Kaliua district council are less motivated to work and this probably is caused by poor extrinsic and intrinsic incentives they receive. On the other hand, to the best of our knowledge, no study has assessed the influence of intrinsic and extrinsic incentives on motivation of local government sector,

specifically in Kaliua district council. In this light, this study assessed the role of intrinsic and extrinsic incentives on workers motivation in Kaliua District Council.

1.4 Research Objectives

1.4.1 General Objectives

The study sought to assess the role of intrinsic and extrinsic incentives on workers motivation for local government sector workers, in Kaliua District council.

1.4.2 Specific Objectives

The specific objectives of the study are:

- i. To assess how intrinsic incentives influence workers motivation at Kaliua district Council
- ii. To assess how extrinsic incentives influence workers' motivation at Kaliua district Council
- iii. To assess the best preferred mode of incentives by workers between intrinsic and extrinsic incentives.

1.5 Research Questions

The study is guided by the following research questions:

- i. How intrinsic incentives influences workers' motivation at Kaliua district Council?
- ii. How extrinsic incentives influence workers motivation at Kaliua district Council?
- iii. Which is the best preferred mode of incentives by workers between intrinsic and extrinsic incentives?

1.6 The Significance of the Study

Firstly, the findings of the research, if adopted, will add more knowledge on the relationship between the incentives and motivation of the local government workers. Secondly, the findings of this study will benefit the policy makers, who may use the suggestions of this study to improve the motivation status of their workers at Kaliua district council and other councils in Tanzania.

1.7 The Scope of the Study

The scope of this study is Kaliua district council.

1.8 The Limitations of the Study

The major limitation of the study was inadequate finance which limited the coverage and the sample size. Other limitations were mitigated by using the social survey research methods.

1.9 Organisation of the Study

This study is organized into five chapters. Chapter one is general introduction. It covers the research questions, significance of the study, scope of the study, limitations of the study and the organization of the study. Chapter two presents the theoretical and empirical literatures, the research gap and the conceptual framework. Chapter three explains the research design. It presents details about the population, sample size and sampling technique used in the study. It illustrates the types and sources of data, methods of data collection, and data analysis. Chapter four presents results and discussion while chapter five presents summary of findings, conclusion and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Overview

This part chapter reviews the various concepts, theories and empirical literatures from different studies which are related to this study. The chapter reviews a number of studies that have been undertaken by different scholars in developing countries and developed world.

2.2 Definition of Terms

2.2.1 Motivation

According to Locke (1968), motivation takes place when people expect that a course of action is likely to lead to the attainment of a goal and a valued reward. Locke (1986) argued that motivation in the beginning of the 1900's was thought only to be monetary. However, it was discovered during the 20th Century that motivating employees, is more than giving employees money.

2.2.2 Intrinsic and Extrinsic Motivation

According to Ryan and Deci (2000), intrinsic motivation is realized when one is doing something because it is inherently interesting or enjoyable to him while extrinsic motivation is when someone is doing something because it leads to a separable outcome. UNDP (2006) asserted that intrinsic motivation is activated from the inside individuals while extrinsic motivation is activated from the outside individuals. Herzberg (1959) listed the intrinsic incentives factors as employees' desire for achievement, reorganization, work itself, responsibility, job advancement,

and growth while the extrinsic motivation factors are company policy, supervision, relationship with boss, work condition, salary and relationship with peers. Legge (1995) argued that intrinsic and extrinsic motivating factors satisfy employees, which in turn make employees to achieve the organizational and personal goals. Therefore, the management can motivate employees through pay promotion, praise, and reorganization and other types of intrinsic and extrinsic incentives.

2.2.3 Incentives

UNDP (2006) defines an incentive as external measures that are designed and established to influence motivation and behaviour of individuals, groups or organizations. Incentive measures including salaries, secondary benefits, intangible rewards, recognition or sanctions may be used to motivate employees to increase performance.

2.3 Motivation and Job Performance

One of the most important assets of any organization is its employees. Van Wart (2008) argued that, keeping employees motivated is one of the key roles of any organization as it leads to increase in overall productivity and profitability of that company; contending that salary, incentives, good working atmosphere, appreciation, health environment are some of the common aspects that motivate an employee to work. Greenberg and Baron (2003) defined motivation on their own right. They asserted that motivation is a set of process concerned with a kind of force that energizes behavior and directs it towards achieving some specific goals. Many writers have expressed the term “motivation” as a goal directed behavior. This objective nature of motivation is also suggested by Kreitner and Knick (2007) who

put forward that motivation represents those psychological processes that cause the stimulation and persistence of voluntary actions that are goal directed. A motivated person is aware of specific goals which must be achieved in specific ways; therefore he/she direct his/her efforts to achieve such goals (Nel et al, 2001).

Mwita (2002) in his study on the role of motivation on job performance asserted the role of managers is assumed to successfully when guiding employees towards achieving the organizational objectives. Therefore motivation to workers will cause stimulation, direct destination and will determine how the goals and objectives of an organization will be achieved. Otley (1999) argued that employees are not naturally motivated; therefore, giving employees incentives and creating conducive working environment to them may encourage them to work hard.

2.4 Theories of Motivation

2.4.1 Abraham Maslow: Hierarchy of Needs

Maslow (1943), was the first person to introduce the people needs motivation theory. Maslow (1943) argued that an individual moves up the higher hierarchy of needs, when a need of a lower level is fulfilled. The hierarchies of needs according to Maslow are physiological needs, safety needs, social needs, esteem needs and self-actualization needs. These needs are arranged from the lower to the higher needs as indicated in figure 1. This theory is related with this study because the monetary incentives given to an employee, which is extrinsic incentives, may be used to fulfill the basic needs. On the other hand, involving employees in decision making, one of the extrinsic incentives, makes an employee to feel that he/she is recognized by an organization and hence is the form of self esteem needs. Also employees at Kaliua

district council are of various cadres and economic status. It implies that, the needs of staff at Kaliua district council differ based on staff carders or seniorities. Generally, it happens that some employees leave the organizations when they realize that their needs are not fulfilled. Therefore, this study assessed the needs fulfillment status of the Kaliua district council staff's based on Maslow's theory.



Figure 2.1: Hierarchy of Needs Theory

Source: Maslow (1943): Theory of Motivation: Cited from Nyameh, (2013).

2.4.2 Fredrick Herzberg: Motivation-hygiene two Factor Theory

Herzberg began his research on factors that affect job motivation in 1959 where discovered that some factors were making an employees to satisfied while other factors were making them dissatisfied. Herzberg (1959) termed the factors which cause job satisfaction motivators while he called those who cause dissatisfaction Hygiene factors. According to Herzberg (1959), the motivators are the intrinsic factors which are employees' desire for achievement, reorganization, work itself, responsibility, job advancement and growth while demotivators are extrinsic factors which are company policy, supervision, relationship with boss, work condition, salary and relationship with peers. This theory is relevant to this study because the

study assessed what factors/incentives which motivate employees in Kaliua district council. The theory is also aligned with objective number three which assessed the best preferred mode of incentives by workers between intrinsic and extrinsic incentives.

2.5 Empirical Literature Review

This section reviews the literatures from the studies done from various countries in the world; Asia, Africa, and Tanzania.

2.5.1 Studies Done in Asia; Thailand, India, Pakistan and Iran

Aarab et al (2013) analyzed the relationship between motivational factor and job performance by using descriptive, ANOVA and correlation analysis in Malaysia. The result showed that intrinsic motivational factors were considered more important compared extrinsic motivational factors such as payment job security and friendly environment. Kachornkittiya et al (2012) assessed the factors affecting public service motivation in Thailand. The results showed that goal perception and cultural understanding had positive influence on motivation. Furthermore, the study found that transformation and leadership had positive influence on attraction to public policy making, compassion and self-sacrifice. The study further revealed that stress had negative influence on commitment to public interest. Similarly, Srivastava and Bhatia (2013) examined qualitatively the employee motivation factors in nationalized banking sector of India. The analysis of the result showed that job satisfaction is the most matched with employees' performance. Singh (2011) investigated the relationship between motivation and job satisfaction for the white collar employees in India by using descriptive analysis. The result showed a positive correlation

between motivation and job satisfaction. Rasheed et al (2016) assessed the factors affecting teachers' motivation for public sector higher educational institutions of Pakistan. The findings from the study revealed that although compensation packages and financial incentives are important factors for employees in the competitive market environment of the higher education sector but other factors such as job design and working environment, performance management system, and training and development also influences job motivation and performance. Ahmad (2010) also examined the effect of motivational factor on employee's job satisfaction in Pakistan by using descriptive analysis. The results of the study revealed that only intrinsic motivational factors as opposed to extrinsic/hygiene factors had significant relationship with job satisfaction. Moreover, a significant difference was observed between gender, qualifications, experience, job characteristics and job satisfaction.

Shah et al et al (2012) analyzed the influence of job satisfaction and motivation of teachers of public educational institutions in Pakistan by using descriptive, correlation and regression analysis. The results indicated the positive relationship between reward and recognition, supervision, the work itself with job satisfaction. The results also indicated the positive influence of job satisfaction on intrinsic motivation. Similarly, Muhammad (2010) investigated the impact of motivation on learning culture and job attitudes in Pakistan by using regression analysis. The result found that organization learning culture is significantly and positively correlated with job satisfaction. Furthermore, Zameer (2014) analyzed the impact of the motivation on the employees' performance in beverage industries in Pakistan by using regression analysis. The result revealed that motivation plays a vital role towards the

performance of employees in beverage industry of Pakistan. Daneshkoham (2015) assessed the factors affecting job motivating among health workers in Iran by using descriptive and analytical statistical tests. The results showed that the main motivating factor for health workers were good management, supervisors and managers' support and good working relationship with colleagues. On other hand, unfair treatment, poor management and lack of appreciation were the main demotivating factors.

2.5.2 Studies done in Africa

Muogbo (2013) studied the influence of motivation on employees' performance in Nigeria by using descriptive analysis. The study revealed that extrinsic motivation for workers has a significant influence on the workers' job performance. Kiruja and Makuru (2013) assessed the effect of motivation on employee performance in public middle level technical training institution in Kenya by using descriptive analysis. The findings showed that employees were not satisfied with their pay and work environment. Similarly, Were et al (2012) assessed the influence of motivation on performance in the police public sector in Nairobi Kenya by using descriptive data analyses. The study established a significance relationship between the job performance and employees' motivation.

2.5.3 Studies done in Tanzania

This section covers the empirical studies on the motivation factors affecting job performance in Tanzania. The outlined studies were done in health sector, education sector, transportation sector and police.

2.5.4 Studies done in Health Sector

Mpembeni et al (2015) analyzed the motivation and satisfaction status among Community Health Workers (CHWs) in Morogoro region, Tanzania by using qualitative analysis. The results revealed that older and less educated CHWs were more likely to be motivated by altruism, intrinsic needs and skill utilization, community respect and hope for employment while less educated CHWs were more satisfied with service and quality factors. Leshabari et al (2008) studied the motivation of health care workers in Tanzania by using descriptive analysis. The study revealed that both doctors and nurses were not satisfied with their jobs. Amongst contributing factors for dissatisfaction were low salary, small quantities of consumables to ensure proper patient care, inadequate performance evaluation feedback, poor communication channels in different organizational units and lack of involvement of employees in decision making.

Orasa (2014) examined the effect of motivation on employees' job performance in public primary health care facilities in Tanzania by using descriptive analysis. The study revealed that the health care workers motivation to join the medical service professional was due to job security and absence of job alternative and salary was not a concern. The study further revealed that the currently used motivational tools were inadequate and undesired. Siril et al (2011) assessed the stress, motivation and professional satisfaction among health care workers in HIV care and treatment centers in Tanzania by using qualitative analysis. The result showed that most workers reported a minimal or no work-related stress, few reported good or excellent motivation, but others reported feeling emotionally drained. Prytherch, et al (2012)

examined the motivation status for maternal and newborn health care providers in rural Tanzania by using descriptive analysis. The result showed that the key sources of encouragement for HIV health care workers included community appreciation, perceived government and development partner support and on the job learning. Furthermore, low-level cadres were found to be discouraged because of weaknesses in the management of rural HIV health care facilities.

2.5.5 Studies done in Transportation Sector and Police Force

Lubuva (2008) analyzed the effect of motivation on the performance of public and private organization in Tanzania, particularly parcel transportation companies which are Tanzania Posts Corporation, FedEx, Scandinavia and DHL. The study revealed that poor motivation, low pay, non conducive working environment, low management team accountability and accumulated arrears were among the major problems that hinder the public organization system to work efficiently.

Also the study revealed that most of the well qualified and competent personnel opt for private sectors due to good pay and conducive working environments. Lyatuu (2008) assessed the factors affecting the performance of Tanzania Zambia Railway Authority (TAZARA) by using descriptive analysis. The study established that low motive power, insufficient wagons, and high competition with road transport reduced the level of motivation for TAZARA workers. Magayane (2008) investigated the factors affecting job satisfaction for the police force in Dar es salaam, Tanzania by using qualitative analysis. The findings indicated that job dissatisfaction were caused by low remuneration, mistreatment of police officers in term of administrative

practice, poor houses, poor interpersonal relationship, bad retirement procedures and improper staff training.

2.5.6 Studies done in Education Sector

Davidson (2008) investigated the pivotal role of teacher motivation in Tanzania by using descriptive analysis. The result showed that in Tanzania, the vast majority of teachers were unhappy with their salaries, housing arrangement, benefits and high workloads. These poor living and working conditions have tempted many teachers' to carry out their teaching and non-teaching income generating activities simultaneously.

Lyimo (2014) assessed on the analysis of teachers' low payments in Tanzania focusing the public secondary schools by using regression analysis. The study revealed that insufficient teachers' salary and delays in payment of teachers' allowance led teachers to be accorded a low status. Also some of teachers engaged in other economic activities during class hours in order to earn extra income. Bennell and Mukyanuzi (2005) studied the teacher motivation crisis in Tanzania by using regression analysis. The findings revealed that job satisfaction and motivation for primary teachers in Tanzania were low.

2.6 Gap in Literature Review

The empirical literature shows that most studies which assessed the role of intrinsic and extrinsic incentives on workers motivation were been done outside Tanzania. The empirical literatures also reveal that studies done in Tanzania have assessed the incentives and motivation factors for teachers, health workers, workers in transportation sector and police force workers. To the best of our knowledge, studies

done to assess the role of intrinsic and extrinsic incentives on workers motivation in local Government sector in Tanzania are missing. Therefore, this study assessed the influence of intrinsic and extrinsic incentives on workers motivation in Kaliua district council in Tabora Region. The study also assessed the best preferred mode of incentives by workers between intrinsic and extrinsic incentives.

2.7 The Conceptual Framework

The study analyzes the influence of workers intrinsic and extrinsic incentives on motivation at Kaliua district council. Figure 3.1 shows the relationship between independent and the dependent variable of this study.

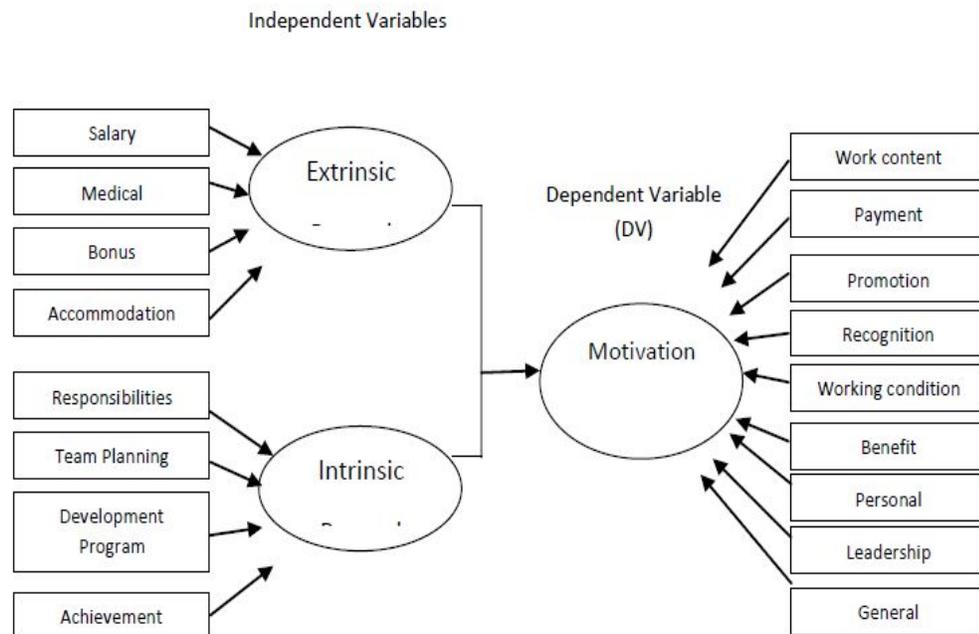


Figure 2.2: The Conceptual Framework

Source: Adopted from Rahim and Daud, (2012).

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Overview

This chapter deals with the methods and procedures of data collection and analysis applied in this study. It includes the briefing on the study area, population, sample and sampling techniques. Additionally, it covers the data collection instruments and the data analysis techniques.

3.2 Area of the Study

This study was carried out at Kaliua District in Tabora Region. Kaliua District occupies a total area of 14,477 square kilometer with a population of 392,500 people. Kaliua is inhabited by Bantu speaking people such as Nyamwezi, Waha, Sukuma and Hutu (Kaliua District council report, 2014).

3.3 Population of the Study

A population is a group of individual who have one or more characteristics in common (Charles, 1995). In this case, respondents came from local government staff at Kaliua district council.

3.4 Sample Size

A sample is a group of respondent drawn from a population where a study is conducted (Charles, 1995). Therefore, a sample size of 100 employees participated in this study. Table 3.1 gives a comprehensive picture of the composition of the respondents who participated in this study.

Table 3.1: The Study Sample

S/No	Category of respondent (s)	Number of respondents
1	Management team	10
2	Heads of departments	8
3	HR officers	4
4	Employees	78
	Total	100

3.5 Sampling Procedures

Sampling is a process of choosing a group that is a true representation of the entire population (Charles, 1995). This study used purposive sampling technique to select the respondents for an interview.

3.6 Data Collection Techniques

This is a process whereby the researcher collects data from various sources (Charles, 1995). The researcher used only interview method to collect data from the respondents. The interview method helped the researcher to interact face to face with the respondents. The interview also used the structured questions. In order to facilitate easy collection of data, the questions were translated into Kiswahili language.

3.7 Data Analysis Techniques and the Study Design

Ball (2004) defines data analysis as a systematic process involving working with data, organizing them and dividing them into small manageable parts. In this study data analysis was done by using descriptive analysis, i.e by using the frequency tables. The study used the descriptive study design so as to generalize the results which will enable the majority of policy makers to understand easily and possibly

apply the recommendations given in order to improve the motivation status of workers in Kaliua district council and workers from other councils in Tanzania.

3.8 Validity and Reliability of Data

3.8.1 Validity

Validity is the ability of the research instrument to measure what is supposed to be measured (Cooper and Schindler, 2006). This study used experts in the field who checked the correctness of the questions in questionnaire. Moreover, pre-testing of the questionnaire was done to enhance the validity of the research tool.

3.8.2 Reliability

Reliability refers to accuracy of the research instrument (Cooper and Schindler, 2006). In this study, the Cronbach alpha was used to measure reliability of the questionnaire. The results from the reliability test from SPSS show that the Cronbach alpha was 0.72 signifying that data are reasonably reliable.

3.9 Ethical Issues Consideration

The following were done in order to comply with the research ethics: A clearance letter was requested from the Open University of Tanzania before data collection exercise and the researcher with clearance letter introduced himself to relevant authorities before data collection. Also the researcher maintained the confidentiality of the respondents by using anonymous names or numbers. Moreover, only collected data was used in the analysis and the researcher avoided the false data.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Overview

This chapter focuses on presentation and discussion of data gathered from the field. The data analysis was done by using descriptive analysis, i.e by using table of frequencies.

4.2 Characteristics of Respondents

4.2.1 Sex Distribution of Staff

The results from Table 4.1 show that, out of 100 employees interviewed, 67 percent were males and 33 percent were females. This disparity suggests that decisions and policies in recruitment in public sector favour the male's gender. Hence, the policy should be amended to reduce disparity of gender in the public sector. This can lead to dissatisfaction and disgruntlement among female staff.

Table 4.1: Sex Distribution of Staff

Sex	Frequency	Percentage
Male	67	67
Female	33	33
Total	100	100

Sources: Field Survey (2016).

4.1.2 Age of Respondents

The age distribution of the respondents ranged from 18 to above 56 years. The results show that, most of the respondents had ages of 26 - 45 years. Table 4.2 shows that very few respondents of the Kaliua District council were in the range of 56+ years

and above. Results from Table 4.2 indicate that few respondents of the district council were in the range of 56+ years above. Age more often than not, comes with experience, which in an organization such as Kaliua district council is needed to handle challenging tasks such as supervision of the lower carder workers. The data implies that active age group dominates the workers. Hence, these workers are likely to contribute positively to job and organizational performance. The results also indicate that workers of all categories of ages are working in the council. This implies that the council can establish a good succession plan where the junior staff will learn from senior staff. These results resemble with Muogbo (2013) who studied the influence of motivation on employee's performance in Nigeria and revealed that most of the manufacturing firms in Ambra state were more interested in people of active ages because these were still energetic and thirst to achieve a lot in their lives.

Table 4.2: Age Distribution of Staff

Age Group	Frequency	Percentage
18-25	46	46
26-35	18	18
36-45	26	26
46-55+	10	10
Total	100	100

Source: Field Survey (2016)

4.2.3 Educational Attainment of Staff

The local government sector as well as Kaliua District Council requires workers who are competent in their fields so that they may carry out their responsibilities effectively. The ability of workers to combine different methods especially by using the modern technology will improve their performance at work and hence their output will be very high. Data gathered from the field indicates that out of the 100

respondents interviewed; at least 35 had first degree hence their ability to analysis issues may be high. In proportion, the statistics showed that 23.3% of the workers interviewed had certificates and this can be difficult for them to handle jobs that need high skills. According to Herzberg (1959), the job should have sufficient challenges to utilize the full ability of the employee. The implication of the results from Table 4.2 is that adequate educational level of workers indicates that there would be a positive impact on the organization. Since the level of education determines the people's ability to coordinate and influence subordinates to be committed to the activities of the organization. If educated people are able to exercise their rich experience accumulated for so many years at work, the organization will be able to achieve a common goal. Hence a high educational level will help to promote the workers performance. However, education and development is expensive and demands workers to sacrifice their scarce resources to upgrade their skills.

Table 4.3: Educational Attainment of Staff

Educational Level of Staff	Frequency	Percentage
Form IV- VI	12	12
Certificates	23	23
Diploma	30	30
Bachelor Degree	25	25
Masters	10	10
Total	100	100%

Source: Field survey, (2016).

4.2.4 Category of Staff

In order to safeguard the credibility of the research findings, the relationship between the intrinsic and extrinsic incentives and motivation was observed along the four staff categories of staff in the District council. These are management team, heads of

departments, HR officers, and employees. The data from Table 4.4 indicates that the management team representing 10% of the study's sample. The rest composes of the Heads of departments, HR Officers, and employees as shown in Table 4.4. The management team stated that they received incentives such as allowances, good housing, and remuneration. However 90% of other workers said that they enjoy only free medical services through National Health Insurance funds and free coffins when they die. The study finds that motivation on the District council was skewed in favor of management team. This resulted into poor state of motivation of middle and lower cadre staff of the Kaliua district council.

It implies that the employees' category which formed the majority of the working population in the district council was either poorly motivated or not motivated at all. The lower cadre staff such as laborers and watchmen stated that were not given any incentives. This did not motivate them to work hard. A motivated person has the awareness of specific goals which must be achieved in specific ways. Therefore he/she directs its effort to achieve such goal (Nel et al, 2001). The statistics gathered indicates that 90% of the workers said they will work hard if they are assured of incentives.

Table 4.4: Category of Staff

S/ N	category of Staff	Frequency Percentage	Percentage %
1	Management team	10	10
2	Heads of departments	8	8
3	HR Officers	4	4
4	Employees	78	78
	Total	100	100

Source: Field Survey (2016)

4.2.5 Employee Turnover

Kailua District council, since it was established in July 2013, has been experiencing employee turnover rate from all departments. (See Table 4.5) This may impede the quality, consistency and stability of service it provides to its clients and customers. The researcher observed that administration at Kaliua district council did not establish the factors that influence this employee's turnover intention. In order to overcome this problem of employee turnover, 90 percent of respondents who were interviewed; said that; it is important to overcome this problem of employee turnover by establishing the motivation the motivation strategies for workers.

However, generally, the data shows that employees' turnover is declining. Means that there are some measures the district has taken to address the problem. The secondary data shows the rate of employee turnover it seems to be changing year to year. The respondents interviewed said that, the turnover rate showed that in 2013 was 13.3% while in 2014 was 5.5% and it was 2015 in 2.5%. The implication of is that, some measures or other factors prevent high rate of employees turnover. However, this is the area for future research.

Table 4.5: Employee Turnover at Kaliua District Council

Year	Number of employee left	Total no of employee	Employee turnover
2013	20	150	13.3
2014	10	180	5.5
2015	30	1200	2.5

Source: Field survey (2016).

4.3 Types of Incentives Received by Workers

Workers placed premium on incentives when searching for job on whether a certain job has a better incentive and remuneration. The findings show that 80% of those who were interviewed agreed that sickness allowance claims were the only incentives they received from their employer. This confirms that, the Kaliua district council is much concern with workers' health by providing them with free medical care to keep them active and healthier to carry their daily work. The study also reveals that the free transport allowance rate to workers was inadequate. However, the same respondents were of the view that the rate was very low as compared to other local government sectors in Tanzania as indicated by the employees.

Table 4.6 indicates 10% of the respondent regarded that training opportunity with pay as incentive and the remaining percentage did not consider it as an incentive. The management teams affirmed that they enjoy management allowance, entertainment allowance, and other type of payments and which represented 17% of respondents. In their view, study leave with pay is their entitlement, but not an incentive. The analysis shows that the Kaliua district council need to introduce other incentives that will boost the morale of workers especially the employees who are not entitled to other incentive apart from the free medical cares.

Table 4.6: Types of Incentives Worker Enjoy in the Working Place

S/N	Types of incentives	Frequency	Percentage
1	Sickness Allowance (medical claim)	48	48
2	Free transport allowance and other allowance	25	25
3	Training opportunity	10	10
4	Housing	17	17
5	Car loan	100	100

Source: Field survey, (2016).

4.3.1 Salary/Remuneration

In order to find out how adequate the salaries of the employees they were asked the questions. Do you find your salary level to be adequate? Table 4.7 shows that although the respondents agreed to the fact that money is important incentive to encourage good performance, they perceived the salaries as not adequate. This implies that the management should design other motivation strategies to motivate the workers at Kaliua district council and this may improve the job performance. According to Herzberg (1959), inadequate salary discourages the good job performance.

Table 4.7: Salary /Remuneration Adequacy

Response	Female	Male	Frequency	Percentage
Yes	14	23	37	37
No	25	38	63	63
Total	39	41	100	100

Source: Field Survey, (2016).

4.3.2 Working Conditions

In order to establish the effectiveness of the working conditions to encourage good performance, the employees were asked the question; Do you find the working condition at the district effective to encourage good performance? The responses in Table 4.8 indicate that both females and males agreed that working conditions at the district council is good and effective. Hence it encouraged the workers' to perform well. In order to establish a way to improve the working conditions, employees were asked their views on what could improve the motivation and job performance and workers asserted that this could be done by increasing monetary provision and improvement of office buildings.

Table 4.8: Working Conditions

Response	Female	Male	Frequency	Percentage
Yes	17	20	37	37
No	30	33	63	63
Total	47	53	100	100

Source: Field survey, (2016).

4.3.3 Physical Environment

In order to find out if the physical environment at the working place was adequate to encourage workers good performance, the employees were asked the questions “Do you find the physical environment adequate to encourage good performance? Table 4.9 shows that both male and female employees perceived that the physical environment at the district council as inadequate to promote good performance. In order to improve the physical environment at the district, the employees were asked the question. “What changes would you suggest in order to make the environment more conducive? Their responses included provision of office facilities, improve the sanitation and improve on the compound. These results are similar with Johnson (2005) who recommended that employers must provide to their staff members the adequate space, tools and other materials they need in order to perform well their works.

Table 4.9: Physical Environment, Adequate?

Response	Female	Male	Frequency	Percentage
Yes	16	26	42	42
No	20	38	58	58
Total	36	64	100	100

Source: Field Survey (2016)

4.3.4 Job Security

In order to establish if the job security of the district council was adequate, the employees were asked the question; Do you find the security over your job adequate? Table 4.10 shows that female employees do not find the job security at the district council to be adequate while their male counterparts find that the job security to be adequate. In order to get ways to improve on the present job insecurity the section employees were asked the questions would you make for change. Their response included the need to improve on the leadership, improve on workers performance and avoidance of segregation.

Table 4.10: Job Security

Response	Female	Male	Frequency	Percentage
Yes	21	23	44	44
No	26	30	56	56
Total	47	53	100	100

Source: Field Survey (2016)

4.3.5 Working Relations

In order to establish the state of working relations at the District council, the employees were asked the question; What is your opinion about the working relations at the district council? Table 4.11 shows that the working relations at the Kaliua District council are found to be fair. However, we can't ignore 30% of respondents who claimed that the working relation is bad. Hence, the management of Kaliua district council should strive to improve the working relation between employees and management and among staff themselves because bad relationship between staff have negative effect on both staff motivation and job performance.

Table 4.11: Working Relations

Response	Female	Male	Frequency	Percentage
Very good	9	3	12	12
Good	15	15	30	30
Fair	9	9	18	18
Bad	6	26	30	30
Total	39	61	100	100

Source: Field Survey, (2016)

4.3.6 Working Relations and Organizational Performance

In order to find out if there is fair working relationship are sufficient enough to promote good performance, the section heads were asked the questions; Do you find these relations beneficial to encourage good performance? Table 4.10 show that both the female and male employees asserted that the working relations at the district council is not reasonable to encourage good performance. In some instances where the relations were said to be not reasonable; these relations to make them beneficial the employees sections were asked the questions: If not reasonable, what is your suggestion to be able to create effect? Their responses included; the need to develop team spirit, the top management to improve the manner they handle workers and work regulations should be followed. These results relate with Deneshkoham (2008) who revealed that the factors affecting job motivation for workers were good management and poor working relationship between supervisors and other workers within the organization.

Table 4.12: Relations beneficial Encourage good performance

Response	Female	Male	Frequency	Total
Yes	24	23	47	47
No	21	32	53	53
Total	45	55	100	100

Source: Field Survey (2016)

4.3.7 Supervision and Job Performance

In order to establish the effectiveness of the supervision in relation to workers good performance, the workers were asked the question; How effective supervision enables you perform better? Table 4.13 shows supervision at the district council is perceived to be effective. Out of 100 respondents interviewed, 66% of respondents said that, the sense of supervision was good while 34% said was bad. This shows that there was something to be done, such as the management to review the situation of sense of supervision, and should deal with malfunctions.

Table 4.13: Supervision and Job Performance

Response	Female	Male	Frequency	Percentage
Very good	7	-	14	14
Good	14	20	38	38
Fair	-	11	14	14
Bad	6	6	20	20
Very bad	-	4	14	14
Total	27	41	100	100

Source: Field survey, (2016).

4.3.7 Performance Assessment

In order to establish the effectiveness of this exercise, the workers were asked, the question. Do you find this exercise effective in improving one's performance? Responses from respondents are indicated in Table 4.14 which shows that 40 % of respondents agreed and 60% disagreed on the presence of good performance assessment. Although some staff agreed on the existence of goods performance assessment, the management insisted that they provide other equipments and good working environment so as to improve work performance.

Table 4.14: Performance Assessment

Response	Female	Male	Frequency	Percentage
Yes	15	25	40	40
No	20	40	60	60
Total	35	65	100	100

Source: Field Survey (2016).

4.3.8 Recognition for Work Done

Generally speaking, recognition for work done is an internal form of motivation that provides an individual a sense of direction and appreciation (Nel et al, 2001). The results from Table 4.15 indicates that 30% of the respondents said that time-off with pay constitute the best form of recognition while 10% said that the end of year award was their best form of recognition. The results show that appreciation for good job done (Thank you) and best years of service awards constituted 12% and 5% of recognition respectively.

Table 4.15: Recognition for Work Done

Recognition factors	Frequency	Percentage
Time off with pay	30	30
Thank you note	5	5
Appreciation for work done	12	12
Certificate of outstanding	12	12
Development opportunities	12	12
Employee Award	8	8
Team of the month Award	12	12
Years of Award	12	12
Total	100	100

Source: Field Survey, (2016)

4.3.9 Reward for Good Work Done

The results from Table 4.16 indicates that out of the 100 respondents, 56% said that they preferred monetary benefits while 23% of the respondents said they preferred promotions and other responses are presented in Table 4.16. The results imply that the monetary benefit always is rated high by staff, apart from receiving other benefits. These results confirm the results of Van Wart (2008) who revealed that rewards includes those tangible incentives as well as promotions, pay increasing and provision of additional responsibility improves the workers performance.

Table 4.16: Reward for Good work done

Mode of reward for good work	Frequency	Percentage
Monetary benefits	56	56
Promotion	23	23
Recognition	7	7
Superior work assignment	10	10
Increased responsibility	4	4
Total	100	100

Source: Field Survey, (2016)

4.4 Factors that Motivate Employees at Work

In every local government sector; there are certain incentives that motivate employees to work. The findings show that, the factors that motivate to work include organizational policies, presence of adequate tools/working equipment, the leadership style and the general interactions between management and subordinates. The results from Table 4.17 indicate that staffs have different perceptions on factors that motivate them at work. The environmental factor is the dominance factor (50%)

that encourage to employees to execute work. The monetary factor also play very crucial role in motivating workers to improve their performance at work. It was second factor workers considered in terms of enticing them to meet the predetermined goals and objectives. This means that despite the workers are satisfied with some of the hygiene or environmental factors; there is a need to boost their moral with monetary incentives so that they continue working in the organization. According to Herzberg's (1959), hygiene factors relate with satisfaction at work. He also proposed that managers can give their employees more authority to their jobs and offer them direct and individual feedback in order to motivate and help employees to promote to their works.

Table 4.17: Factors that Motivate Staff at Work

Motivational factors	Frequency	Percentage
Environmental factors	51	51
Staff development factors	20	20
Monetary factors	15	15
End of year bonus	14	14
Total	100	100

Source: Field Survey, (2016)

4.5 Modes of Receiving Reward

The results from Table 4.8 indicate the opinions of Kaliua staff on the modes which they should receive their rewards. The results indicate that 64% staff at Kaliua District council preferred the personal rewards. The preference of personal awards is an indication that the employees at Kaliua district council desires for sense of responsibility as confirmed by Herzberg (1959).

Table 4.18: Modes of Receiving Reward

Modes of reward	Frequency	Percentage
Group reward	13	13
Personal reward	64	64
Personal/group reward	14	14
Any form	9	9
Total	100	100

Source: Field Survey (2016)

4.6 The Sense of Achievement

In an attempt to establish if the workers feel the sense of achievement while performing their jobs they were asked the question about how staff they perceive about the sense of achievement. The response of staff is presented in Table 4.19. The findings show that both the female and male employees agree to have that feeling of achievement in their jobs. In order to establish the sense of achievement and improve their performance, the respondents were asked for their own views and they felt that this is good to be done by the management by making their staff more participatory in decision making process.

Table 4.19: Sense of Achievement

Response	Female	Male	Frequency	Percentage
Yes	12	38	60	60
No	15	25	40	40
Total	37	63	100	100

Source: Field Survey (2016)

4.7 Feeling Responsibility over the Job

In order to establish if the workers in Kaliua District council are made to be responsible over their jobs, they were asked the questions; “Do you feel that you are

responsible over your job? Table 4.20 shows that the workers in Kaliua District Council have the sense of responsibility over their jobs. Although 57% of respondents said Yes and 43 % said No, that the responsibilities are distributed according to the capabilities. This means the responsibility are divided to works according to their ability, professionalism, seniority and the level of education one possesses. The Management decides this because of enhancing the improved work performance and increased productivity in Kaliua District council. Employees who stated that they were feeling not to be responsible over their jobs, may imply that possibly these employees were having low motives.

Table 4.20: Feeling Responsibility over the Job

Response	Female	Male	Frequency	Percentage
Yes	28	29	57	57
No	15	28	43	43
Total	43	57	100	100

Source: Field Survey (2016).

4.8 Recognition and Motivation

In order to establish if the act of recognition is well catered for all staff at the Kaliua District council the employees were asked the question; Do you feel that you are recognized in your job? Table 4.21 shows that the workers in Kaliua District council feel that they are recognized by their superiors and the organization at large. 57% of respondents said Yes and 43 said No. This implies that although there was a sense of recognition, the management teams are insisted to improve the recognition status for all workers.

Table 4.21: Recognition and Motivation

Response	Female	Male	Frequency	Percentage
Yes	24	33	57	57
No	15	28	43	43
Total	39	61	100	100

Source: Field survey, (2016)

4.9 Advancement on Performance

In order to establish if their jobs offered them that possibility of advancement, the employees were asked the question: Does your job offer you the possibility of advancing from one position to another? Table 4.22 shows that the possibility of advancing from one occupational ladder is honored in the Kaliua District council. Through interviewed respondents, the sense of advancement for 100 respondents, 58 % said Yes and 42 % said No. For more discussion with employees, the advancement is done to those workers with good educational level. For example, those with degrees and diploma qualifications in Kaliua District Council were more considered to be advanced from their occupational ladder. For example in order to be head of department or unit, one should be a degree holder or more. These results are similar with Magayane (2008) who revealed that in Tanzania, staffs were advanced after attending professional training in police force.

Table 4.22: Advancement on Performance

Response	Female	Male	Frequency	Percentage
Yes	28	30	58	58
No	14	28	42	42
Total	42	58	100	100

Source: Field survey, (2016).

4.10 Training on Performance

In order to establish how effective these training have been encouraging workers good performance the section employees were asked the question; Has training allowed you to perform your duties better? Table 4.23 shows that the training has been beneficial towards improved work performance. Through 100 respondents interviewed, 53 % of respondents agreed that training has an impact on employees' performance and 47% said No. The implication of the results from Table 4.23 is that, training is very important for the establishment of an organization. This is because; the trained workers could perform well, because they are well skilled. Therefore, the organization management team should train workers in order to take their responsibility effectively.

Table 4.23: Training on Performance

Response	Female	Male	Frequency	Percentage
Yes	20	33	53	53
No	19	28	47	47
Total	39	61	100	100

Source: Field Survey (2016)

4.11 The Role of Transportation Assistance and Accommodation

Key format interview was used to solicit the views of management team with regards to transportation assistance and accommodation issues. It came to light that accommodation is a serious challenge facing workers in Kaliua District Council. Respondents were of the view that lack of accommodation has affected their performance at work. There is no single residential facility for staff and most of the

workers stay in places far from the work station. They admitted that absence of public transport sometimes causes workers' lateness to work. One respondent remarked that "What has compounded the situation is that there is no staff bus to carry us to and from work as is done in other organizations/councils. We have to walk on foot to and from work every day. In fact we are suffering!"

Similarly, procurement procedures and processes act as hindrance against expectations and demands of workers because the procurement law does not allow management at Kaliua District Council to purchase items beyond Tanzania country. Even though, this law helps control financial fraud, it was found to hamper productivity on the District Council.

CHAPTER FIVE

5.0 CONCLUSION AND RECOMMENDATIONS

5.1 Overview

This final chapter presents the summary of findings, conclusion, recommendations drawn from the analysis, contribution of the study to theories and the directions for the future studies.

5.2 Summary of Findings

Adequate employees' incentives results into increased level of motivation which is vital to the success of any organizations. Lack of employee motivation may cause organizational problems such as turnover, absenteeism and reduces the employees' morale and may leads to poor productivity. This study examined the role intrinsic and extrinsic incentives on workers' motivation and job performance in Kaliua District council. The summary of findings according to the specific objectives is presented below:

5.2.1 The Influence of Intrinsic Incentives on Employee Motivation

The study reveals that despite some employees did not consider training opportunity as an incentive, 53 % of respondents agreed that training influences positively the employees' motivation and performance. The results also reveal that 47% of employees stated that the status of job security at the district council was not adequate because there was no team planning and 30% of respondents claimed that the working relation is bad. However, 57% of staff stated that they were recognized on whatever they do and 64% staff at Kaliua District council preferred the personal

rewards as indication of sense of responsibility. The findings show also that both the female 40% and male 60% employees felt sense of achievement in their jobs. The results also show that 57% of employees reported that responsibilities are distributed according to employee ability, professionalism, seniority and the level of education one possesses and 58 % reported the advancement in their job which is done basing on educational qualifications.

5.2.2 The Influence of Extrinsic Incentives on Employee Motivation

The results show that 80% of employees receive sickness allowance from their employer, despite the rate was very low compared to other government sectors. However, the management teams affirmed that they enjoy management allowance, entertainment allowance, and other payment allowance. The results also show that both females and males employees agreed that working conditions at the district council was good and effective but the physical environment at the district council was inadequate to promote good performance. At least all staff perceived that their salary was not adequate. Also staff stated that lack of accommodation has affected their performance at work because there is no single residential facility for staff and most of them were staying in places far from the work station and this made them that sometimes to come late to their working station. Staff also stated that there is no staff bus to carry them to and from work as is done in other organization and this made them to walk on foot to and from work every day.

5.2.3 The Most Preferred Form of Incentives

About 56% of staff said that they preferred extrinsic incentives especially monetary incentives while 23% of them they preferred intrinsic incentives. This proves that

extrinsic incentives were preferred more by workers in Kaliua district council than intrinsic incentives.

5.3 Conclusion

Despite incentives and motivation to be vital push factors in the performance of workers of any organization, the results show that in average, only half of the employees in Kaliua District Council were satisfied with the extrinsic and intrinsic incentives. Hence, we can conclude that motivation status of the workers at Kaliua district council was not satisfactory because the extrinsic and intrinsic incentives were inadequate. The study reveals that both monetary and non monetary incentives were provided mostly to management team. The study also reveals that poor motivation has influenced work performance for workers at Kaliua district council.

5.4 Recommendations

The following recommendations will therefore help to create a conducive working environments and good working conditions and hence motivate workers to work hard at Kaliua district council:

- i. From analysis of the data collected from the study, the major problem facing workers especially lower cadre was that, there were no allowances apart from their monthly salary. The researcher therefore recommends that the government should provide them with allowances and extra duty allowance to cushion their salary. When these allowances are added to their salary, they will be motivated to work hard and the productivity will increase.
- ii. The study also reveals that accommodation is one of the main challenges facing workers at Kaliua District Council. This study recommends that

accommodation for staff should be provided so as to motivate workers in the Kaliua District Council. Additionally, management can also develop proposals to some donors and development partners to seek funds to solve this problem.

- iii. There is an urgent need for management at Kaliua District Council to institute end of year awards to particular employees who have used much of their energies to work hard and who have contributing largely to the attainment of the mission, vision, goals and objectives of the District Council. The award could be for instance, the bags of cements, iron sheets, money etc. When such rewards are given to deserving and dedicated staff, other workers will strive to work hard and they will be committed to do the extra work.
- iv. The finding of the research indicates that 81% of employee's believe that incentives irrespective of any form are important in motivating employees to work hard. The researcher recommends that management should incorporate incentives and motivation strategies in their human resource planning. Since motivated employees have the potential of increasing productivity in the organization.
- v. Finally, Kaliua District Council should training institute scholarship schemes for staff and their families, not only as a form of incentives but also as a means of improving the capacity of staff. The trained staff will be in a position of working hard and hence will increase their contributions to the district council. Also the district management should strive to ensure the availability of public transport for staff of Kaliua district council.

5.5 Contributions of the Study to Theories

5.5.1 Abraham Maslow: Hierarchy of Needs

The study findings confirm the Maslow's (1943) theory, because despite of low motivation status by staff, they performed their job in order to continue to receive salary so that they may cover their basic needs. Also some staff at Kaliua district council demanded recognition and involvement in decision making and this falls in the category of self esteem needs under Maslow's theory. Also some staff were continuing upgrading their academic qualifications so that they may be promoted into higher rank. This matches with Maslow's theory that, whenever the lower level needs are fulfilled, the higher level needs arise.

5.5.2 Fredrick Herzberg: Motivation-hygiene two Factor Theory

The study findings concur with Herzberg's (1959) theory, which classified the incentive/motivation factors into intrinsic and extrinsic factors. The study reveals that employees in Kaliua district council valued more the extrinsic incentives than intrinsic incentives. The study reveals that inadequate extrinsic and extrinsic incentives reduced the level of motivation for staff at Kaliua district council. The study finds that the management team enjoyed the higher level of incentives than the lower carder staff.

5.6 Directions for Future Studies

Other studies on role of incentives on the motivation of workers may be conducted to other districts of Tanzania so as to compare if the types of incentives provided to workers in Kaliua district council and other district councils in Tanzania are the

same. The studies also may be conducted to compare the role of incentives on motivation of workers in public and private organizations.

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APPENDICES

Appendix A: Management Questionnaire

Introduction

Dear respondent, I am a student of Open University of Tanzania.

The purpose of this questionnaire is to look at the role of motivation on workers performance in local government sector; A case study of Kailua District council. I will be very grateful if you could take a few minutes to complete this questionnaire.

Your feedback is very important and I promise to keep your input in confidence.

Thank you in advance for your assistance;

Bio data:

1. Gender; Male

Female

2. Age ; 18-25 26-35 36-45 46-55 56+

3. Evaluation attachment;

Form IV-VI Bachelor degree Masters PhD

Other specify.....

4. How long have you been working in Kaliua District

Council.....years

5. What is your current category?

a) Management team

b) Head of department

c) HR officer

d) Employee

6. Number of staff employed in your Department per year.....

7. Symptoms of job dissatisfactions at your organization (Please tick)

Absenteeism.....

Sickness.....

Gossiping.....

Turnover.....

8. Provide the employees turnover data from 2013

Year	Number of staff joined your Work/district		Number of staff left the job	
	Male	Female	Male	Female
2013				
2014				
2015				
2016				

9. What are the motivation strategies used to enhance the job satisfaction for workers (Insert tick)

Motivation/satisfaction strategies	Tick
Housing	

Extra duty	
Free lunch	
Transportation allowance to and from job	
Hardship allowance	
Loan	
Sickness allowance	
Short term training assistance	
Long term training assistance	
Any other (please specify)	

Do you use the following motivators with to enhance job satisfaction in your organization? Write Y for Yes and N for No

- i. remuneration packages ()
- ii. incentives and rewards ()
- iii. training opportunities ()
- iv. Satisfaction with my job ()
- v. recognition with what I do ()
- vi. grievance handling procedures ()
- vii. participation in decision making ()
- viii. Promotion and growth opportunities ()
- ix. recruitment procedures ()

- x. working teaching facilities ()
- xi. workloads ()
- xii. fair treatment and absence of favouritism/nepotism ()
- xiii. Improper management practices and policies on employee matters ()

SECTION B: Questions

1. Do you think employees' have morale of doing their job? If YES how? If NO why?

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

2. In your opinion, how do you convince your employees to do their job effectively in order to get successful in your Department?

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

3. Based on your knowledge, do you think Kaliua LGAs staff are more satisfied with their teaching professional? If YESNO.....

4. If NO why?

.....
.....

5. As manager, explain how you assess the teacher job satisfaction in your District.

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

6. For your experience, what are the impacts of employees' job dissatisfaction in your District/ work?

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

7. In your opinion, what are the strategies which will use to increase teachers morale in their job?

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

8. In your opinion, what do you think needs to be done in order to improve teachers' job satisfaction in your District/work?

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

THANK YOU FOR YOUR COOPERATION

Appendix B: Employees' questionnaire

1. Sex
2. Your current title
3. Age
4. Marital status.....
5. Working experiences.....
6. What is the highest education qualification attained?
Certificate.....Diploma.....Degree.....Masters.....PhD...
.....
7. What made you decide to apply for a position in the Kaliua LGA?
 - a. Career Development.....
 - b. Greener pasture.....
 - c. Searching for employment opportunity.....
 - d. Others (Specify)..........
.....

What were your expectations when you first joined the current employment?

- a. Recognition.....
 - b. Growth.....
 - c. Career Development.....
 - d. Others (Specify)
-
-
-

8. Are these expectations met? (Tick where appropriate)

a) YES ()

b) NO ()

9. If Yes/No, GIVE your reasons:

.....
.....

10. Are you satisfied with paid salary? (Tick where appropriate)

a. YES ()

b. NO ()

11. What is the range your salary?

a. 500,000 - 1,400,000.....

b. 1,500,000 - 2,400,000.....

c. 2,500,000 - 3,400,000.....

d. 3,500,000 - 4,400,000.....

e. 4,500,000 and above.....

12. Apart from your salary do you receive any allowances/ remuneration packages?

a. YES ()

b. NO ()

13. Are you motivated with the following motivation item in your organization?

- i. remuneration packages ()
- ii. incentives and rewards ()
- iii. training opportunities ()
- iv. Satisfaction with my job ()
- v. recognition with what I do ()
- vi. grievance handling procedures ()
- vii. participation in decision making ()
- viii. Promotion and growth opportunities ()
- ix. recruitment procedures ()
- x. working teaching facilities ()
- xi. workloads ()
- xii. fair treatment and absence of favoritism/nepotism ()
- xiii. Improper management practices and policies on employee matters ()

.....

14. Have you ever received the following opportunities for growth? (Tick where appropriate)

- a. Promotion.....
- b. Going for long term studies.....
- c. Going for short term studies.....
- d. Attending conference/seminar.....
- e. Appreciation/recognition for work
- f. On job training.....

g. Others (Specify).....

15. What are rating the motivation strategies currently used by the Kaliua district council? (Tick)

a. Adequate.....

b. Inadequate.....

16. Was your promotion (if any) on time?

a. YES ()

b. NO ()

c. Time for promotion is not yet due ()

d. If the time of promotion was due and delayed please explain the reasons for delay

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

17. Are there any opportunities for you to participate in decision making?

a. YES ()

b. NO ()

18. What kind of decision did you make?

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

19. How do you rate the type of management at the Kaliua district council?

- a. Fair ()
- b. Unfair ()
- c. Others (Specify).....

20. Is your work/effort recognized by the organization?

- a. YES ()
- b. NO ()

If NO, give reasons

.....

.....

.....

21. What do you consider to be your most memorable experience while working for the Kaliua district council?

.....

.....

.....

22. What negative situations do you encounter while working for the Kaliua district council?

.....

.....

23. Do you have any intentions for leaving the employment?

- a. YES ()
- b. NO ()

24. What would be the main reasons for leaving the district council employment?

- i. Poor remuneration packages ()
- ii. Inadequate incentives and rewards ()
- iii. lack of training opportunities ()
- iv. Job irrelevancy (I want to change the job) ()
- v. Less recognition ()
- vi. Poor grievance handling procedures ()
- vii. Lack of participation in decision making ()
- viii. Lack of Promotion and growth ()
- ix. Poor recruitment procedures ()
- x. Lack of teaching facilities ()
- xi. High workloads ()
- xii. Unfair and injustice treatment/favoritism ()
- xiii. Improper management practices and policies on employee matters ()

25. What do you consider to be your most memorable experience at the Kaliua district council so far?

.....

26. What are your recommendations for Kaliua district council management to retain staff?

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

THANK YOU FOR YOUR COOPERATION