

**ANALYSIS OF THE FACTORS AFFECTING EMPLOYEES MOTIVATION
AT URBAN WATER SUPPLY AND SANITATION AUTHORITIES: A CASE
OF TABORA URBAN WATER SUPPLY AND SANITATION AUTHORITY**

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

2018

CERTIFICATION

The undersigned certifies that he has read and here by recommends for acceptance a dissertation entitled: “*Factors Affecting Employees Motivation at Urban Water Supply and Sanitation Authorities in Tanzania: A Case of Tabora Urban Water Supply and Sanitation Authority*” in partial fulfillment of the requirements for the Degree of Master of Human Resource Management of Open University of Tanzania.

.....

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.....

Date

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DECLARATION

I, **John Joachim Chacha**, do hereby declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Masters in Human Resource Management of Open University of Tanzania.

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my beloved Wife Justina Vicent Mathias since her support, tolerance and encouragement contributed to the success of the work. It is also dedicated to my lovely Children Hope John, Joseph John and Eliezer John who were ready to miss their fatherly love during all time when I was busy with this study.

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Predominantly, I thank the Almighty God who gave me sound health and courage enough to conduct this research. May his wonderful name be praised.

ABSTRACT

The study analyzed the Factors affecting employees motivation at the Urban Water Supply and Sanitation Authorities in Tanzania by using a case of TUWASA. Specifically the study aimed at assessing the level of motivation for the employees in the case organization as well analyzing the intrinsic and extrinsic motivation factors affecting the employees. The study population involved 55 respondents from the organization. The descriptive research design was employed by the study while questionnaire and interview methods were used to collect data. The collected data were analyzed by the use of descriptive statistics. The findings of the study stipulated that, the majority of the employees (74.5%) at TUWASA were highly motivated with their jobs. The intrinsic motivational factors consistent with Herzberg's Two Factor such as recognition, the work itself, responsibility, advancement, growth and achievement were found to affect employee motivations. Similarly, the extrinsic factors such as Salary, Working condition, Company policy and administration, Supervision and Interpersonal relationships were found to affect motivation of employees at work. The study recommends the organizations' consideration of both intrinsic and extrinsic motivational factors in their motivation policies and strategies. It also recommends the incorporation of motivation plans in the organizational human resources planning, Management awareness of the differences among the employee, ongoing trainings for managers and provision of sufficient resources to meet the costs of motivation. The study recommends further studies to be conducted in this area so as to extract more intrinsic and extrinsic motivational factors that possibly this study did not cover. Such studies should also investigate whether all employees in work organizations can be motivated or whether some employees cannot be motivated at all regardless of the great efforts that the organizations can exert to make them motivated.

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LIST OF ABBREVIATIONS AND ACRONYMS

ICT	Information and Communication Technology
MHRM	Masters of Human Resources Management
SPSS	Statistical Package for Social Science
TUWASA	Tabora Urban Water Supply and Sanitation Authority

CHAPTER ONE

INTRODUCTION

1.1 Background to the Research Problem

The role of the Human Resource Manager involves a change in competitive market environment and the realization that Human Resource Management must play a strategic role in the success of an organization. Organizations that do not place emphasis on attracting and retaining talents may find themselves in dire consequences, as their competitors may be outplaying them in the strategic employment of their human resources (Abonam, 2011).

The attention on how individual's employee can best be motivated to achieve sustained high levels of organization performance through people employees has become one of the top discussed topics nowadays. Most organizations are concerned with what should be done for employees to be motivated.

Considerable studies on motivation have been conducted in various disciplines such as psychology, Organizational Behavior (OB), management and organizational related fields as long as the significance of employee motivation can affect an organizations' success (Kim, 2006). Such studies like this have been conducted in developed countries like Ireland (O'Connor, 2010), Finland (Owoyele, 2017) and in United Kingdom (Hossain & Hossain, 2012). In African countries such studies have been conducted in South Africa (Akintola & Chikoko, 2016) and Kenya (Kivuva, 2012). In

Tanzania such studies have been conducted by Mushwaim (2014), Muze (2014) Mpembeni, et al. (2015), Kigwangalla (2012) and Karubi (2016).

Huge differences among employees in every organization and work group means that there is no one best way to deal with them. An approach that motivates some employee to perform well misses the mark with other employees. This therefore, poses a major challenge to today's managers (William, 2010). Inspiring employee motivation requires much more than the old-fashioned carrot- and-stick approach. Today's manager needs to understand the reasons why employees work and offer the rewards they hope to receive; Ganta (2014). This study therefore was to analyze the factors affecting employee's motivation in the Urban Water Supply and Sanitation Authorities of Tanzania by using a case of Tabora Urban Water Supply and Sanitation Authority (TUWASA).

1.2 Statement of the Research Problem

It is widely recognized in the human resource literature that promotion of motivation for workers in both private and public organizations leads to a higher quality of human resources and optimum performance (Opu, 2008). Highly motivated employees focus their efforts on achieving specific goals, they call in sick less frequently, are more productive, and are less likely to convey bad attitudes to customers and co-workers. They also tend to stay in their jobs longer, reducing turnover and the cost of hiring and training employees (Skripak, 2016). However, employees' needs are diverse and in order to understand what really motivates them remains a challenge for most managers (Dobre, 2013).

As noted earlier, a number of studies on motivation have been conducted both in developed countries, African countries as well as in Tanzania. However, in Tanzania context, the literatures reviewed revealed that most of the studies were undertaken in the organizations of the sectors that are different from that of this study such as Health sector (Mpembeni, et al. 2015; Kigwangalla, 2012; Karubi, 2016) and Education sector (Mushwaim, 2014; Muze, 2014). This indicates that, little is known regarding the factors affecting employees Motivation in the Urban Water Supply and Sanitation Authorities in Tanzania thereby creating a nuance over the subject matter because motivation to enhance performance varies from person to person and from company to company (William, 2010). Thus, this study was aimed at filling that gap by analyzing the factors affecting employees Motivation at Urban Water Supply and Sanitation Authorities (a case study of TUWASA).

1.3 Research Objectives

The general objective of this research was to analyze the factors affecting employees motivation at Urban Water Supply and Sanitation Authorities in Tanzania : A case of Tabora Urban Water Supply and Sanitation Authority (TUWASA).

1.3.1 Specific Objectives

- (i) To assess the level of motivation for employees at TUWASA.
- (ii) To analyze the intrinsic factors that affect the employee motivation at TUWASA.
- (ii) To analyze the extrinsic factors that affect employee motivation at TUWASA.

1.4 Research Questions

- (i) What is the level of motivation for employees at TUWASA?
- (ii) What are the intrinsic factors that affect the employee motivation at TUWASA?
- (ii) What are the extrinsic factors that affect employee motivation at TUWASA?

1.5 Significance of the Study

The findings of this study would be important to managers especially at Tabora Urban Water Supply and Sanitation Authority (TUWASA) and would help them to understand employee behavior better. The findings would also assist the leaders in any other organization that faces the dilemma of understanding how to motivate their employees. The findings of this study would benefit scholars, as it is a contribution to the body of knowledge in this broad and yet not fully exploited area of human resource management as well as social sciences. It would help to enhance understanding and development of relevant theories as well as extensive areas of interest. The study will fulfill my academic need of acquiring Masters of Human Resources Management (MHRM). Lastly, the study will also benefit policy makers, non-governmental organizations, civil society organizations and community based organizations in policymaking process and advocacy for the benefits of all stakeholders in the water sector.

1.6 Organization of the Study

This study contains Five chapters. Chapter one covers the Background Information; Statement of the Research Problem; Objectives of the Study; The Research questions

and The Significance of the Study. Chapter Two is comprised of Literature Review, Chapter Three provides the Research Methodology, Chapter Four contains data presentation, analysis and discussion while chapter five contains summary of the findings, conclusion and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers a theoretical review of the study, the empirical literature review, research gaps as well as the conceptual framework.

2.2 Conceptual Definitions

2.2.1 Motivation

Armstrong (2006) defines motivation as the factors that influence people to behave in certain ways. Ryan & Deci (2000) suggest that, to be motivated means *to be moved* to do something. A person who feels no impetus or inspiration to act is thus characterized as unmotivated, whereas someone who is energized or activated toward an end is considered as motivated.

Skripak (2016) refers Motivation as an internally generated drive to achieve a goal or follow a particular course of action. According to Rakes & Dunn (2010) Motivation is referred as a process through which an individual's needs and desires are set in motion

Also, Motivation may be defined as the process whereby goal- directed activities are initiated and sustained, Cook & Artino (2016). Other researchers such as Schmidt, Palminteri, Lafargue, & Pessiglione (2010) refer Motivation generally as the strength of a person's desire to attain a goal.

These definitions can be summarized into one definition provided by Mullins (2005) whereas Motivation is defined as some driving force within individuals by which they attempt to achieve some goal in order to fulfill some need or expectation. Mullin's definition indicate that Motivation is a very personal thing, and it is influenced by many variables. It further assert that Individuals have a variety of changing, and often conflicting needs and expectations which they attempt to satisfy in different ways. This definition was used as an operational definition of this study since it easier to understand, realistic and describes Motivation as an individual phenomenon, which influences the behavior of people to act in a certain way.

2.2.1 Employee

According to *Webster* dictionary, an employee is a person who works for another person or for a company for wages or a salary. Under The Employment and Labour Relations Act (2004), an employee is defined as an individual who has entered into a contract of employment; or has entered into any other contract under which - the individual undertakes to work personally for the other party to the contract; and the other party is not a client or customer of any profession, business, or undertaking carried on by the individual or is deemed to be an employee by the Minister under section 98(3).

2.3 Theories of Motivation

There are number of motivation theories which best explain the concept motivation. The most prominent motivation theories are categorized as Content and Process theories.

2.3.1 Content Theories of Motivation

The Content theories identify the human needs and the way motivation can fulfill those needs. They stipulate that motivation is concerned with taking initiatives to satisfy needs. They also suggest the fundamental needs that can impact the behavior. Armstrong (2006) affirm that content theories of motivation are comprised of Maslow's hierarchy of needs and Herzberg's Two - factor theory.

2.3.1.1 Maslow's Hierarchy of Needs

According to Maslow's Hierarchy of Needs theory, human needs could be ranked in hierarchical order. Maslow postulated that once a particular level of needs has been satisfied, it can no more serve as a motivator and thus the next level has to be put in place so as to motivate a person. He insisted that, when satisfaction of needs at the lower level is achieved, those needs at the next higher level emanate demanding for satisfaction. The five needs levels in the hierarchy include: Physiological Needs, Safety or Security Needs, Social Needs /love and belongingness, Esteem Needs and Self-Actualization or Self-Fulfillment Needs. These are discussed next.

Physiological needs: The Physiological needs involve those needs that every human beings need in order to exist. Such needs include the most basic needs like food, water and shelter. These needs are termed as the most important ones than others since all other needs are fulfilled once Physiological needs have been satisfied.

Safety and security needs

Once physiological needs are satisfied, Safety and security needs come into demand. These needs encompass Safety and security. Desire for protection from physical danger, health and well-being and economic security are examples of such needs.

Belongingness and love /Social needs

The fulfillment of physiological and the safety needs provide a room to the emergence of Belongingness and love needs. It was stated by Maslow that people need to belong and be accepted among their social groups. He emphasized that people will always desire to love and be loved by others. They need interaction with others and to feel that they form a part of a community.

Esteem needs

With esteem needs people desire to be respected, valued and appreciated. People admire to be regarded as useful and important in the community. Maslow grouped these needs into two categories, the first category being the need for competence and achievement or success while the second being category being the desire for reputation, prestige and recognition from others.

Self-actualization

According Maslow, Self-actualization needs is the highest level of needs in the hierarchy. They involve the desire of the individual to realize his own potential for continued self development and creativity. This level was stipulated as the need to accomplish everything that one can, to become the most that one can be.

It can be argued that, Maslow's theory is still relevant for organizations today due to its implications for managers (Skripak, 2016). It proves that, not all employees are driven by the same needs and that, the needs that motivate individuals can change over time. Managers should consider which needs employees are trying to satisfy and therefore structure rewards and other forms of recognition accordingly.

However, According to (Armstrong, (2006), this theory has not been verified by empirical research and it has been criticized for its apparent rigidity. Different people may have different priorities and it is difficult to accept that people's needs progress steadily up the hierarchy. In fact, Maslow himself expressed doubts about the validity of a strictly ordered hierarchy.

2.3.1.2 Herzberg's two-factor theory.

Herzberg two-factor theory was laid down by a by psychologist 1959, where he stated that there are certain factors in the workplace that cause job satisfaction, while there are other factors that cause dissatisfaction (Strong, 2015). According to this standpoint, the factors that lead to job satisfaction are quite different from the ones that lead to job dissatisfaction. These were differentiated by Herzberg by referring them as Hygiene and Motivation factors as discussed next.

2.3.1.2.1 Hygiene factors

Hygiene factors involve company policy and administration, supervision, interpersonal relationships, working conditions, salary, status and security. They were regarded as basic needs (low level motivators) and for that matter, it is the responsibility of society's businesses and industrial institutions to provide for its

people in order to self-actualize (Baah, 2011). Those factors are not strong contributors to satisfaction but must be available in order meet the expectations of the workers and avoid job dissatisfaction (Skripak, 2016).

2.3.1.2.2 Motivation Factors

The motivator factors pertain to the job content, they are intrinsic to the job itself and do not result from “carrot and stick incentives”. They comprise the physiological need for growth and recognition. The absence of these factors does not prove highly dissatisfying but when present, they build strong levels of motivation that result in good job performance. They are therefore called satisfiers or motivators. These factors include; achievement, recognition, advancement, the work itself, the possibility of personal growth and responsibility (Strong, 2015).

Herzberg theory is largely responsible for the practice of allowing people greater responsibility for planning and controlling their work, as a means of increasing motivation and satisfaction. The relationship between motivation and job satisfaction is not overly complex. The problem is many employers and managers look at the hygiene factors as a way to motivate when in fact, beyond the very short term, they do very little to motivate. Perhaps managers like to use this approach because the thinking is that people are more financially motivated than they are, or it takes less management effort to raise wages than it does to reevaluate company policies and redesigning jobs for maximum satisfaction. In seeking to motivate people, first management in organizations must identify and address things that make workers unhappy about the workplace environment. Furthermore management has a

responsibility to ensure that workers are treated fairly and with respect including helping workers to grow within their jobs and giving them opportunities for achievement (Strong, 2015).

However, as Hayday (2003) is cited by (Strong, 2015), Herzberg's theory has been criticized for it applies least to people with largely unskilled jobs or those whose work are uninteresting, repetitive, monotonous and limited in scope. It is also criticized for assuming a correlation between satisfaction and productivity for his research stressed satisfaction and ignored productivity. Recent research indicates that employee satisfaction does not necessarily contribute directly to productivity. Satisfaction may be viewed as a passive attribute, while more proactive measures such as motivation levels are viewed as more closely linked to behavioral change and performance.

2.3.2 Process theory

In this category theory, the main concern is on the psychological processes or forces that influence motivation together with individual's basic needs. It emphasizes perceptions of people on their working environment and how they interpret and understand it. The theories covered here include expectancy theory, goal theory and equity theory (Armstrong, 2006).

2.3.2.1 The expectancy theory of motivation

According to Robbins & Judge (2005), expectancy theory was initiated by Victor Vroom in 1964 and later expanded by Porter and Lawler in 1969. The theory argues that the strength of our tendency to act a certain way depends on the strength of our expectation of a given outcome and its attractiveness. In more practical terms,

employees will be motivated to exert a high level of effort when they believe it will lead to a good performance appraisal; that a good appraisal will lead to organizational rewards such as bonuses, salary increases, or promotions; and that the rewards will satisfy the employees' personal goals. The theory therefore focuses on three relationships as pointed out by Robbins & Judge (2005).

2.3.2.1.1 Expectancy (effort–performance relationship)

This is concerned with the individual's belief that a certain level of performance will result if there is a particular level of effort offered. This is the case for instance if the salesperson decides to work overtime to achieve his goals of selling more units provided that by doing so, he will be able to arrive to the desired goals.

2.3.2.1.2 Instrumentality (performance–reward relationship)

This is concerned with the degree to which people believe that a particular level of performance will result to the attainment of a desired outcome. In this regard, it is assumed that, instrumentality will be high for a salesperson who believes that if he/she sells more units, then a bonus will be received while a situation will be opposite if it is believed that bonus will not be received even if extra units are sold.

2.3.2.1.3 Valence (rewards–personal goals relationship)

This refers to the degree of valuation that people assign to various outcomes resulting from work since the outcomes have values attached to them. In other words, if the value of the outcomes received from performance is high, then motivation will be

high. For example, the salesperson must value the bonus (outcome) she will receive for working overtime to sell more units.

This theory has been recommended by researchers to be more realistic in explaining the concept of motivation at workplace as compared to content theories of motivation (Lunenburg, 2011). It shows that, employees do not act simply because of strong internal drives, unmet needs, or the application of rewards. Instead, they are rational people whose beliefs, perceptions, and probability estimates influence their behavior. Thus, from a management standpoint, the expectancy theory has some important implications for motivating employees. It identifies several important things that can be done to motivate employees by altering the person's effort-to-performance expectancy, performance-to-reward expectancy, and reward valences. This statement is supported by Armstrong (2014) as he argues that expectancy theory has become the most influential motivation theory particularly as it affects performance and reward management

Despite its relevance, this theory has been criticized on the grounds that effort alone may not necessarily result to effective performance since other factors such as the attributes of a person like personality, knowledge, skills as well as the way in which he/she perceives his role should not be ignored. For example, the prospect of promotion could be seen by a newly appointed employee as an attractive prospect (valence), but his expectancy of gaining promotion could be low, if he perceives that promotion is attained primarily on length of service. In such a situation, performance does not lead to rewards, so effort in that direction is not seen as worthwhile

(Abonam, 2011). However, despite such criticisms, the expectancy theory has some important implications for motivating employees thereby resulting to high performance.

2.3.2.2 Goal Setting theory

This theory was founded by Latham and Locke in 1979 and it states that motivation and performance are higher when individuals set specific goals, when goals are demanding but accepted, and when they receive the feedback on their performance. It also stress that goals must be clearly defined and employees must participate in setting the same so as have an agreement. It further affirms that getting the feedback is important for ensuring employee motivation, especially the achievement of even higher goals (Armstrong, 2014).

A more systematic way to utilize goal-setting is to apply management by objectives (MBO), which insist on employees participation in setting the tangible, verifiable, and measurable goals. The corporate objectives of the organization are translated into specific objectives for each level (divisional, departmental, and individual). But because lower-unit managers jointly participate in setting their own goals, MBO works from the bottom up as well as from the top down. The result is a hierarchy that links objectives at one level to those at the next. And for the individual employee, MBO provides specific personal performance objectives (Robbins & Judge, 2005).

This theory is of greater importance to organizations because it emphasizes on the important linkages between goals and performance. It has been realized that effective

performance occur when goals are specific and challenging, when they are used to evaluate performance and when are linked to feedback. The motivational impact of goals may be affected by moderators such as ability and self-efficacy (Lunenburg, 2011).

However, this theory has been criticized due to the fact that combining goals with monetary rewards motivates many organization members to establish easy rather than difficult goals. In some cases, organization members have negotiated goals with their supervisor that they have already completed. Also, goal setting focuses organization members on a narrow subset of measurable performance indicators while ignoring aspects of job performance that are difficult to measure. Finally, setting performance goals is effective in established jobs, but it may not be effective when organization members are learning a new, complex job (Lunenburg, 2011).

2.3.2.3 The Equity theory

Equity theory was originally laid down by Adams in 1963 holding that individuals are always motivated when they recognize that they are treated equitably as they compare themselves with others in the organization. Adams suggested that employees assess the fairness or otherwise of their rewards (outcomes) in relation to their effort or qualifications (inputs) and that they do this by comparing their own input/output ratio against that of other individuals. If the input/output ratio is perceived to be unfavorable, they will feel that there is reward inequity (Armstrong, 2014). As mentioned by Huseman, Hatfield & Miles (1987) the equity theory draws from

exchange, dissonance, and social comparison theories in making predictions about how individuals manage their relationships with others.

The equity theory has proved to be useful since it makes a substantial contribution to our understanding of the motivation and performance as it focuses on individual's feelings about how the organization treats him or her fairly at workplace. However it has been criticized due to the fact that, creating equity in the workplace is rather difficult because it is human nature to overestimate one's inputs and outputs, while underestimating those of other people. This may lead to the wrong perception of inequity and cause resentment and demonization (Brevis & Drba, 2014).

So far, the above discussion on motivation theories has revealed that many Researchers have attempted to explain in depth the concept of motivation and what it takes to boost employees levels motivation at workplace. However, for the purpose of this study, the researcher will focus on Herzberg's Two-Factor Theory in analyzing the factors affecting employees motivation at Urban Water Supply and Sanitation Authorities. This theory will facilitate the researcher in analysing the extrinsic (hygienes) and intrinsic (motivators) motivational as far as researcher objectives are concerned.

2.4 Empirical Literature Review

This part presents the reviews of empirical Literature on the researched topic. Thus, the general, African and Tanzania studies respectively relating to this topic are thoroughly discussed in the next paragraphs.

Hossain and Hossain (2012) conducted a study on Factors affecting employee's motivation in the Fast food industry of the United Kingdom. The aim of the study was to identify key factors and indicators that affect the employee's motivation working at KFC UK Ltd and assess their motivation levels. Both primary and secondary data were collected from a sample of 70 respondents and the response rate was 68%. The findings of their study indicated that 65% of respondents were highly motivated, 31% were moderately motivate, 4% of the respondents were least motivated.

Also, it was found that financial benefits such as salary and other fringe benefits do not receive as much of priority as compared to non financial benefits. That is, non financial factors proved to have a notable higher impact on the employee's motivation than the financial factors such as pay and benefits which substantiate the result in relation to reasons choose to work at that organization. Also, their findings identified six broad categories of motivation factors which included: the work itself and Environment, supervisor relations, company itself and matters, recognition, development and growth as well as pay and benefits. In addition, a significant difference of level of motivation was noticed among gender, different age groups, working status, working position and length of employment comparison.

Owoyele (2017) conducted a study on factors influencing employee motivation and its impact on employee performance in Finland. The aim of the study was to determine the factors influencing employee motivation and its impact on employee performance. The sample respondents study included a total of 36 employees from different functions of the organization studied and data was collected using a tailor-made

structured questionnaire. The research focus was on exploring variables that drive employees' motivation whereby the intrinsic and extrinsic factors that influence employee motivation at the case company were thoroughly scrutinized.

The findings of this study divulged that employee motivation was at a satisfactory level since a good number of employees were motivated and satisfied with their jobs. It was also found that powerful factors that triggered employee motivation were extrinsic including monetary incentives and job security, to mention the few. There were also intrinsic factors were realized to prompt employee motivation at workplace such as: autonomy, trust, recognition and the like.

O'Connor (2010) conducted a study in Ireland that examined the Factors That Influence Motivation in the Workplace during a Recession using a case study of the Bank of Ireland. The research findings from the interviewed sample indicated the level of morale levels case organization was above average and this was unexpected due to the overall uncertainty of the market during the time of study. It was also discovered from the research findings that recognition was a greatly used as motivation strategy in Bank of Ireland thus becoming major source of employee motivation and job satisfaction. Additionally, the study denoted that pay is not a strong factor used to motivate employees at the studied organization. The results from the interviewed respondents signified that the lack of pay increases does not have a negative impact on motivation levels in that organization due the fact that the majority employees are much more interested with job.

According to this study, lack of promotions in the studied organization did not appear to have a negative impact on motivation though motivation levels improved where promotions occurred. In addition, it was revealed that employees are motivated simply because they have the security in their jobs which was an evidence that extrinsic job factors normally motivate employees. This also validated Herzberg's theory whereby hygiene factors such as job security do not create job satisfaction but if removed will always cause dissatisfaction.

Järnström and Sällström (2012) conducted a qualitative study on Motivation. Their study employed the use of semi structured qualitative interviews in the sample of 10 respondents whereby 2 of them were managers and 8 were employees (non managers). The findings of their study indicated that, money is among the important factors that drive the employees to go to work due to the fact that they need it to survive. However, the study proposed that money is not the only motivating factor since there are other factors for motivation.

The other factors motivation as realized from the research findings included: Positive oral feedback, whereby managers are under obligation to provide the feedback to the employees so that they can be aware of the relevance of their work to the organization and how the organization appreciate them by considering them as the very important assets to the organization. Another factor that study proved to be important for Motivating employees at work was the environment factor, whereby the opportunities for personal development were to be given a close attention. Also, the possibilities for acquiring more responsibility, creativity and taking own initiatives were found to be

among the motivating factors for most workers. Not only those but also the social factors where employees are provided with the opportunity to interact with their co-workers and have fun together was observed to be a motivational factor at work.

Sawicki (2016) undertook a study on Motivation of Staff. This was an international research carried out in January 2015 in 14 European countries (Germany, Belgium, Spain, France, Italy, Sweden, Great Britain, Romania, turkey, Finland, Austria, Czech Republic, the Netherlands and Poland). Under this study, the total number of respondents were 13,600 and the purpose of the study was to explore the determinants of employee motivation, which can be applied in the practical process of motivating an employee in a 21st century organization.

The study findings showed that remuneration was an important motivation tool. However, it was revealed that, the interest of employees on the non-financial benefits was on the increase in such a manner that it could possibly replace the employees desires for higher remunerations. In other words, there was an indication that apart from higher remunerations, the employee aspired for meals subsidies, care over children, language courses or medical care. Also, It was noted that almost 80% of the respondents would not leave their places of work if the non-financial benefits were to be offered to them and they promised to improve the life quality at work if they would get such benefits. The study also indicated that motivation levels in the organization depends on the age of the employees. While the employee up to 35 years old are more motivated with their jobs by motivation tools like remuneration, the situation is opposite for the young employees. It was pointed out that, Young people who are

entering in the labour market are motivated by factors such as: opportunity for developing professional qualifications, skills and passions, having improved inter-human relations, recognition, self-fulfillment and the like.

This study was concluded with the suggestion that, the use of remuneration as means of motivating employees should not be completely neglected. Whenever the organization's financial situation allows, the employer should use that opportunity to improve the remuneration packages offered to employees. Mainly the employer should change the manner of thinking about the employee and the other way round. It is true that an employee goes to work mainly for remuneration, and if he is to be effective (from the employer's perspective), productive, innovative, and thus more motivated, his attention should be focused mainly on the worker's attitude, providing him with greater freedom in realization of work, including him (the employee) into his own solutions, thanks to which he will be more involved in the course and results of the task, posing the source of the greatest satisfaction.

Akintola and Chikoko (2016) made a study on Factors influencing motivation and job satisfaction among supervisors of community health workers in marginalized communities in South Africa. This study was conducted by collecting data via a qualitative interviews with 26 programme staffs who are involved in the supervision of community health workers in eight community-based organizations in marginalized communities in the greater Durban area of South Africa from July 2010 to September 2011. It based on Herzberg's two factor theory to clarify the specific factors that are important in acquiring employee motivation and job satisfaction of the employees at

the supervisory levels. In other words, it explored the Intrinsic factors that enhance employee motivation and the extrinsic factors that are responsible for preventing employees dissatisfaction. These are referred by Herzberg as motivators and hygiene factors respectively. The Intrinsic (motivators) that were realized to arouse employees motivation involved: promotion from the one position to another, skills training, on-the-job experience and the opportunity for personal development. On the hand, the Hygiene factors that were used as a tool to avoid dissatisfaction among the staffs included salaries as well as financial medical and educational benefits attached to their positions. Due the influence of the supervisors in the success of the case organizations, the study suggested that decision makers should be aware of the factors that lead to job satisfaction and motivation among supervisors since by doing so the effectiveness and sustainability of their organizations could be enhanced.

Mensah and Tawiah (2015) made a study on Employee Motivation and Work Performance (A Comparative Study of Mining Companies in Ghana). The study gathered data from four large-scale Gold mining companies in Ghana by using exploratory research design. Data were gathered from employees at all levels of the organization whereby two hundred (200) completed questionnaires were successfully received back which were 83 percent of the response rate.

The study revealed that the employees at the case companies were motivated by both intrinsic and extrinsic while pay or remuneration was identified as the main motivating factor. The findings of the study were contrary to Herzberg's two-factor theory which affirms that extrinsic or hygiene factors do not motivate, but prevent

dissatisfaction. This was due the presence of extrinsic factors such as remuneration and Job security that were realized to have an impact on employee motivation thereby raising their performance.

However, despite the fact that pay or remuneration and other extrinsic factors such as job security were recognized by the study as significant motivating factors, employees were still appreciating intrinsic motivating factors. For example, it was discovered that employees who were interested to achieve academic goals were greatly motivated by a sense of achievement and recognition. They desired to be appreciated when they performed their tasks effectively. Furthermore, the study exposed that aged employees were less motivated and were not in position to compete with young employees who were more interested in establishing themselves financially immediately after being employed in the mining industry.

The study proposed that, employers of the case companies should conduct an assessment of motivation levels among the employees preferably on quarterly basis so as to determine the intrinsic and extrinsic factors that motivate their employees thereby ensuring that the same are well motivated in executing their duties.

Osakwe (2014) conducted a study on Factors Affecting Motivation and Job Satisfaction of Academic Staff of Universities in South-South Geopolitical Zone of Nigeria. This study gathered data from a sample of four hundred and fifty (450) non-management academic employees. The findings of this study uncovered that, there was a vast difference between the performance of highly motivated employees and

that of poorly motivated employees. That is to say, highly motivated academic staffs were found to have better performance in their workplace as opposed to unmotivated ones.

The motivational factors realized by the study included good salary and conditions of service, prompt and regular promotion, recognition and feedback, increased job security/enrichment, professional development programmes, empowerment and authority, good working environment, challenging and varied work, participation in decision making, and research grants. Though the researcher did not separate the factors into intrinsic and extrinsic factors of motivation, the factors identified above included both factors and thus verifying the notion that motivational factors must be comprised of both intrinsic and extrinsic factors. The study therefore proved that, when employees are motivated, their satisfaction and commitment to the organization is increased. Thus, the motivational factors play a pivotal role in propelling, stimulating, channeling, directing, energizing, arousing, sustaining and influencing employees behaviours and hence improve the performance.

Mogere (2017) performed a study on Factors affecting employee motivation in a dynamic work environment by using a case of Standard Media Group in Kenya. Data was gathered by means of a self-administered questionnaire from 74 randomly selected employees who were used as the sample for the study. According to this study, the socio demographic factors did have any influence in employment motivation. As the researcher of the study declared, this finding was contrary to various studies that have been carried on socio-demographic factors and employee

motivation such as that of Shaffril, Azril and Uli (2010). However, the researcher noted that there were other studies that supported this finding such as Gunkel, Lusk, Wolff and Li (2007) and Kepuladze (2010).

It was also confirmed by the study that, a good working environment which was characterized by being autonomous and which received support from the management was an important element that motivated employees to work accordingly. Additionally, the sense of competence in the accomplishment of the assignments was another significant tool for prompting high level of motivation in the dynamic work environment. It was noted that, where the level of perceived competence was very high, the level of motivation was high as well. In other words, there was a positive relationship between the level of perceived competence and employees motivation. Due to these results, it was recommended that training and recruitment facets in the institution should be well assessed in order to determine their effects on the perceived competence as well as on employees motivation.

Nyambegera and Gicheru (2016) performed a study on Extrinsic and Intrinsic Factors Influencing Employee Motivation by using the case of AMREF Health Africa in Kenya. The aim of the study was to examine the factors responsible for employee motivation in the organizations of Kenya whereby a descriptive research design was employed. The study gathered data through stratified random sampling technique whereby a sample size of 96 respondents was used. The researchers developed a structured questionnaire data collection instrument and adopted descriptive and correlation statistics for analysis of data collected. The intrinsic factors influencing the

motivation of employees that the study established were; the degree of skill requirement, influence of employee view of the job, employee perception on skill development, and the perception about contributing to the firms' growth. The study realized that employees appreciation drawn a close attention of the majority employees because it made them feel like they were the part of the organization and its success. Regarding the extrinsic factors responsible for realizing motivation of the employee the study shown that job enrichment, organizational information management and effective dissemination of information had a significant influence on employee motivation. The study stressed that organizations should recognize the impact of employee motivations in meeting the organization targets both in long run and short run. This can be successful by having a good balance of the employee motivating factors (extrinsic and intrinsic factors). It further proposed that, the organization need to have in place the policies and practices that always encourage employee motivation at workplace.

Kigwangalla (2012) undertook a study on Job Motivation and Associated Factors among Health Workers in Urban Public Hospitals in Tanzania. The main objective of this study was to research on job motivation and associated factors among urban health workers in public hospitals in Dar es salaam, Tanzania. The study applied qualitative research methods and data was collected from various hospitals such as municipal and referral hospitals as well as Muhimbili National Hospital. Direct observation, key informants interviews, Focus Group Discussions and a desk review of key documents methods were utilized in gathering the needed data. Various sampling methods were used depending on stages and environments of research.

These included: purposive, intensity and snow-ball sampling methods. The respondents were chosen from different cadre such as nurses, doctors, laboratory technicians, pharmacists and other allied health professionals where by each cadre was represented with approximately 10 respondents. About Sixty nine (69) health providers were interviewed in the total of eight focused group discussions. The study applied the principles of grounded theory in data analysis.

The findings of this study revealed certain extrinsic (hygiene) factors which are in line with Herzberg's two factor theory of motivation. These have also been referred by this theory as dissatisfiers and they include: salary, salary increment and its effect on motivation on the job, working conditions, good personnel policies and procedures, and supervision. On the other hand, revealed the intrinsic factors (satisfiers) are argued to increase job motivation to employees and in this case, the healthcare workers in government health facilities in Dar es salaam. These include: opportunities for achievement on the job, sense of appreciation, appreciation by superiors for a job well done, sense of responsibility, sense of challenge, professional advancement, love for the job and personal growth/self development. The researcher argued that, Herzberg's theory has laid the foundation of theoretical framework in an attempt to understand employees motivational factors in such a way that Tanzanian policy and decision makers could actualize this theory as a means of motivating employees at work place thus improve the Tanzanian health systems.

Mushwaim (2014) conducted a study on the Motivational Factors Affecting Secondary School Teachers' Professional Efficiency (a case of Mvomero District).

The main objective of the study was to assess the motivational factors affecting teachers' professional efficiency in public secondary schools in Mvomero district. The study used a Case study research design while interview and questionnaires methods were employed in collecting data. A total number of 120 respondents were used as a sample. On the other hand, the analysis of data was descriptive and was done using Statistical Package for Social Science (SPSS) software.

The study findings affirmed that, the public secondary school teachers were motivated by various factors including promotion opportunities, salary, interpersonal relationships and good working conditions. According to this study, poor pay and unconvicting opportunities for promotion resulted to dissatisfaction of the teachers. It was commented that, increased salaries, improved promotional procedures, provision of housing facilities/housing allowances could be the necessary measures to be effected in order to raise the morale of the teachers in the public secondary schools.

Karubi (2014) conducted a study, which explored the The Factors That Motivate Employees in Public Organization in Tanzania by using a Case Study of Muhimbili Orthopedic Institute (MOI). This study had a principal purpose of exploring the factors that motivate employees in Public Organizations. It employed primary and secondary methods of collecting data by means of questionnaires, observations, interviews, documentary reviews. Also in acquiring data quantitative and qualitative techniques were essentially used. The respondents involved a sample of 120 employees (50% of the targeted population) who were selected through simple random and purposive sampling designs to represent the rest of the population.

The findings of this study established the factors that motivated employees. These included: **Health and Safety Services** - which involved offering of medical services to the employees as well as their close relatives, **career development**-whereby employees were to be prepared to practice their expanding responsibilities, promotion-which involved the appointment of employees to higher grade as well as rising in salary.

Other motivating factors that were identified by the study were; attractive Remuneration, provision of loans, staff houses, working environment, welfare services, best workers award, trustworthy, being relevant, career advancement, stable future and self-indulgence. The study pointed out some obstacles, which were experienced in designing and implementing sound employee motivation including budgetary constraints, economic fluctuations and complexity of human needs. The study recommended that employees should be rewarded according to their actual performance and be motivated according to their needs.

Mpembeni, et al. (2015) made a study on Motivation and satisfaction among community health workers in Morogoro Region, Tanzania: nuanced needs and varied ambitions. The purpose of this paper was to analyze the factors that influence employee's motivation and satisfaction among community health workers in Morogoro Region, Tanzania. In this study, sample of 228 employees was interviewed which represented 96 % of the trained Community Health Workers of the studied area. It also employed two separate quantitative scales with 29 and 27 "measurable"

items representing factors of motivation and job satisfaction, respectively. Also, exploratory factor analysis was used in identifying the factors that determine motivation and satisfaction of workers.

The study findings established four factors, which motivate community health workers in Morogoro Region. One those factors included extrinsic motivational factors such as incentives received, autonomy at work, and influence of family and job security. In the mentioned extrinsic motivational factors, the majority of the community health workers (96 %) appreciated autonomy and job security as compared to financial incentives. Secondly, community health workers were motivated by opportunities to use skills, respect received from the community attributed to the job and the potential of employment. Thirdly, the findings indicated that (82–97 %) of the community health workers were motivated by altruism which involved the desire to help the community and improve its health and feeling proud for performing health services.

Lastly, the study indicated that workers were motivated by other intrinsic needs such as opportunity to serve God, working on maternal and child health as well as ability to perform tasks earnestly. The findings of the study advocated that motivation the studied area could be improved by offering both financial and nonfinancial incentives, maintaining altruism and intrinsic needs at the same time appreciating the financial and other programme inputs.

Muze (2014) performed a study on the Assessment of Motivation and its Impact on Employees' Performance in Goal Attainment by using a case of Vodacom Tanzania Limited. One among the objectives of this study was to assess the criteria (factors) which were used by companies in motivating their employees. The study employed a case study design from which a total of 63 employees who were taken as a sample. The Questionnaire and interview methods were used to collect data (primary data) which were then analyzed by using Statistical Package for Social Sciences (SPSS). The presentation of data was done through the use of tables and figures. The findings of the study ascertained the factors that are normally used to motivate employees at workplace. These were comprised of the working environment (work nature and the environment that surrounds it), recognition and empowerment (employees appreciations for successful accomplishments and involvement in decision making), rewarding and reinforcing the positive behavior, good employee relations as well as skills developments. It was concluded by this study that for effective and successful employees motivation at workplace, the company must focus on providing employee compensation, social recognition and practicing the performance related pay.

2.5 Research Gap

As discussed above, a number of studies on motivation have been conducted. To a large extent, the reviewed literatures indicated that the factors affecting employees motivation at work place is a combination of both intrinsic and extrinsic factors. The revealed intrinsic motivational factors were: Recognition, the work itself, self-fulfillment, prompt and regular Opportunities for promotion, skills training, on-the-job experience, trust, the opportunity for personal development and growth, opportunities

for achievement on the job, sense of appreciation, sense of responsibility, sense of challenge, love for the job, opportunity to serve God and positive oral feedback, creativity and taking own initiatives. On the other hand, the revealed extrinsic motivational factors were job security, salaries, working conditions, good personnel policies and procedures, incentives received such as bonus, autonomy at work, the working environment, recognition and empowerment, rewarding and reinforcing the positive behavior, organizational information management and effective dissemination of information, job enrichment, interpersonal relationships, participation in decision making and supervision

As it has been argued by Orasa (2014) the studies on the factors affecting employees motivation have mostly been conducted outside Tanzania though there is at least the evidences some studies on the topic have been conducted in Tanzania. However, despite the fact that there are some studies on this topic that have been undertaken in Tanzania, the literatures reviewed realized that those studies were done in different organizations other than the Urban Water Supply and Sanitation Authorities, showing that little is known about the factors responsible for employee motivation in water sector organizations.

It is worth to mention that, the research findings from the above studies could be relevant in some organizations but not in every organization. In light of what Nyambegera and Gicheru (2016) pointed out that, Many managers have tried to attain motivation of their employees by using methods that were successful in other contexts around the world and have been disappointed because these studies were not directly

relevant to employees everywhere. William (2010) supports that notion as he argues that, an approach that motivates some employee to perform well sometimes it misses the mark with other employees. Therefore, the focus of the current study is to bridge that gap by analyzing the factors that affect employees motivation at Urban Water Supply and Sanitation Authorities using a case of Tabora Urban Water Supply and Sanitation Authority (TUWASA).

2.6 Conceptual Framework

This part Provides the relationship that exists between the dependent variable (employee Motivation) and the independent variables (the Intrinsic and Extrinsic motivation factors).

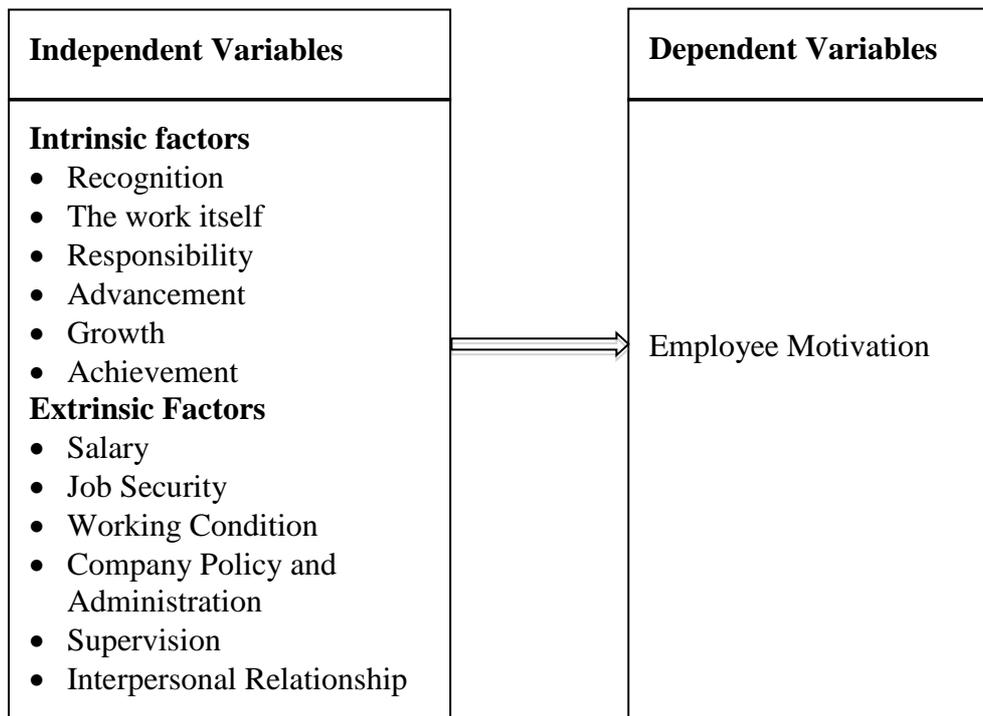


Figure 2.1: Conceptual Framework Model

Source: Designed by the Researcher (2018) rooted on Herzberg's Two Factor Theory

This conceptual framework is based on Herzberg (1959) Two Factor Theory which showed how people's needs and desires can be satisfied by using certain factors. The figure above shows that, the independent variables are comprised of the factors that influence employee motivation at workplace - the Intrinsic and extrinsic motivation factors. In other words, the employee motivation which is a dependent variable is a function of Intrinsic and extrinsic motivational factors. As Ball (2003) puts it, the Intrinsic factors refer to those facets that are not in the environment but emanate from the intrinsic value and satisfaction gained from the job itself. These are referred by Herzberg as satisfiers (motivators) and include factors like, recognition, the work itself, responsibility, advancement growth and achievement. On the other hand, the extrinsic factors refer to those factors that are associated with the job itself but not directly a part of it (they are external to the job). These include the factors like Salary, Working condition, Company policy and administration, Supervision and Interpersonal relationships. According to Herzberg, these are referred as hygienes or dissatisfiers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

Research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. As such the design includes an outline of what the researcher will do from writing the hypothesis and its operational implications to the final analysis of data (Kothar, 2004). In essence, research design is about getting valid answers to research questions in a reliable and efficient way (Toshkov, 2016).

There are varied types of research designs that have been proposed by different scholars, which can be applied differently depending on the aims of the research. Different research designs can be conveniently described if they are categorized as: research design in case of exploratory research studies, research design in case of descriptive and diagnostic research studies and research design in case of hypothesis-testing research studies (Kothar, 2004). For the purpose of this study, the descriptive research design was adopted. This research approach attempts to examine situations in order to establish what is the norm, that is, what can be predicted to happen again under the same circumstances (Marczyk, DeMatteo & Festinger, 2005). The researcher chose this approach because it is the best in describing a situation, phenomenon, problem or issue. In other words, it describes and interprets the real existing situation in the studied population (Kumar, 2011).

3.2 Geographical Research Area

The research was conducted at The Tabora Urban Water Supply and Sanitation Authority (TUWASA) to analyze the factors responsible for motivating employees specifically at that organization. TUWASA is a Water Utility Organization authorized to offer water supply and Sanitation services in the urban part of the Tabora Municipality. TUWASA is among the Water Supply and Sanitation Authorities in Tanzania mainland that were declared by the Minister responsible for Water on the 1st January 1998; through the powers vested in him by section 38 of Water Works Ordinance 1949 and Regulation 3 (1) of Water Works Regulation published in the Government Notice No. 371 on the 25th July 1997, which recently repealed by act No. 12 of the Water Supply and Sanitation Act, of 2009 through section 9(b). TUWASA performs its duties under the guidance of the Ministry of Water and Irrigation and the Advisory Board of Directors representing Local and Regional stakeholders. The area has been chosen by the researcher because there seems to be no study related to the topic in hand that has been conducted in this area. Furthermore, the fact that the researcher is a staff of TUWASA prompted the selection of the area since the acquisition of the needed cooperation and material support was easier and straightforward.

3.3 Study Population

Study population (target population) is defined as the individuals, groups and communities from whom the information is collected (Kumar,2011). This population is determined by using selection criteria, which enable the researcher to select individuals of the general population who can at best, share experiences and thoughts

under the most convenient conditions. The interest of the researcher is to reach candidates who can describe their experiences to address the research goal since in real life situation it is almost impossible to come across a general population that can be wholly be surveyed or sampled (Asiamah, Mensah and Abayie, 2017). For the purpose of this study whereby a descriptive research design was adopted, the target population was only TUWASA staffs combining both managerial and non-managerial employees. In particular, the organization had a total number 77 employees from whom 60 employees were taken as the sample of the study. The sampling design and procedures are discussed next.

3.4 The Sampling Design and Procedures

Sampling involves taking a portion of the population, making observations on this smaller group, and then generalizing the findings to the larger population from which the sample was drawn. Sampling plays a pivotal role to the researcher since it helps to save the time, money, and effort, which could result due to the involvement all possible members of a population. In addition, the use sampling enables the researcher not to necessarily involve the entire population in an attempt to understand the phenomenon under consideration but rather a smaller group from whom the information have to be obtained (Ary, Jacobs and Sorensen, 2006). This study employed a simple random and purposive sampling techniques to ensure that the relevant data were obtained from the targeted population. These are well explained in the next paragraphs.

3.4.1 Simple Random Sampling Technique

Simple random sampling technique is a method of sample selection in which each member of the population has an equal an equal independent opportunity of being selected to form the representative sample (Ary, Jacobsand Sorensen, 2006). The researcher opted to use this technique since it is helpful in controlling the extraneous influences as it minimizes the impact of selection biases and increases the external validity of the study as well as ensuring that the sample was representative of the population as a whole (Marczyk, DeMatteo & Festinger, 2005).

Furthermore, the technique was adopted by the researcher due the nature of the organization and research design used whereas the researcher was under expectations of getting the information of interest from the study population. As Saunders, Lewis and Thornhill (2007) proposes, Simple random sampling technique is best used when you have an accurate and easily accessible sampling frame that lists the entire population.

Specifically, this technique was used only to non-managerial staffs since for managerial staffs Purposive sampling technique was employed. Therefore, non-managerial staff at TUWASA were given an equal opportunity of being selected to form part of a representative sample. This was enabled by the use of lottery technique whereby the employees names were allotted with numbers with each number representing the name of a particular employee. These numbers ranged from 1 to 68, which is the total number of non-managerial staffs for whom this sampling technique was used. The numbers were written on discrete pieces of paper, folded and then cast

into a container. Thereafter, the researcher thoroughly mixed them up and then picked them one after another until the number of paper pieces picked reached 52, which is the total number of respondents that will be drawn from the employees in the non-managerial cadre. Finally, the picked paper pieces were opened, compared to the employee names and the employees whose names corresponded with numbers picked were interrogated.

3.4.2 Purposive Sampling

The researcher also used Purposive sampling technique in the selection of study sample. This sampling technique involves purposive or deliberate selection of particular units of the universe for constituting a sample which represents the universe (Kothari, 2004). The technique has a significant advantage of allowing the researcher to make the judgment/decide on the right sample that could provide the information needed in order to achieve the study objectives. The researcher can therefore approach those people that are likely to have the required information and be willing to share the same (Kumar, 2011). For the purpose of this study, the technique was applied to managerial staffs of TUWASA because these were believed to be experienced with the organization enough to aid the researcher with the information needed to achieve the objectives of the study. Thus, 08 staffs in the management cadre were selected by using this approach.

3.4.3 Sample Size

According to (Kothar, 2004) sample size is defined as the number of items to be selected from the universe to constitute a sample. Taking into consideration that the

aim of having a sample from a population is to get the relevant information about that particular population, it is significant that the individuals involved in a sample constitute a representative cross section of individuals in the population (Ary, Jacobs and Sorensen, 2006). Basing on that contention, this study intends to have the total sample size of 60, which will include both managerial and non-managerial staffs working at Tabora Urban Water Supply and Sanitation Authority out of 77 employees. The researcher chose this sample size as it meets the criteria of being an optimum sample, which could yield efficient and effective results. As (Kothar, 2004) proposes, the sample size should be optimum meaning that it should neither be excessively large, nor too small and satisfy the requirements of efficiency, representativeness, reliability and flexibility. Table 1.1 summarizes the study sample size, its distribution as well as the sampling technique to be employed.

Table 3.1: Sample Distribution

S/N	Respondents category	Sample size	Sampling technique
01	Non-managerial staffs	52	Simple random sampling
02	Managerial staffs	08	Purposive sampling
Total		60	

3.5 Data Sources

The term data (the plural for datum) refers to a particular measured value of a Variable (Walliman, 2011). The categories of data sources always include primary and secondary sources. With regard to this study, both primary and secondary data sources were utilized so as to ensure that reliable data are collected to enable the research to meet the objectives.

3.5.1 Primary Data Sources

The Primary sources of data collection refer to the sources from which researchers obtain data by direct, detached observation or measurement of phenomena in the real world, undisturbed by any intermediary interpreter (Walliman, 2011). The key point here is that, with Primary sources of data collection, the researcher is directly involved in the collection of fresh data from the field, which enable him to get the answers for the research questions and therefore meet the research objectives. In this study, there were particular methods which according to their strengths, the researcher applied them to capture the data of interest from Primary sources. These included Questionnaires and interviews, which are discussed in detail later in this chapter.

3.5.2 Secondary Data Sources

Secondary data sources refer to the sources of data which were originally collected for some other purpose are gathered and used by the researcher of a study in question (Saunders, Lewis and Thornhill, 2007). This implies that, in some instances the researcher may decide to utilize the readily available information relating to his topic of study instead of collecting them afresh from the target population. As far as this study is concerned, the research used Secondary data sources on top of the primary ones since the researcher supports the proposition provided by Kumar (2011) that, sometimes the data that could be sought by another study could have been already collected by someone else and therefore they need only to be extracted and used.

3.6 Data Collection Methods

The study used varied data collection Methods which enabled the researcher to grasp the relevant information from both primary and secondary data sources. In fact, the selected research Methods for this study included questionnaires, interviews and documentary sources. While questionnaires and interviews enabled the researcher to collect the primary data, documentary reviews enabled the researcher to obtain the secondary data. The use of multiple data collection Methods provided the study with sufficient and relevant Information which were required in order to meet the research goals. These methods are well described below.

3.6.1 Questionnaire

Questionnaire is a research data collection tool consisting of a set of questions (items) intended to capture responses from respondents in a standardized manner. Questions may be unstructured or structured. Unstructured questions ask respondents to provide a response in their own words, while structured questions ask respondents to select an answer from a given set of choices Bhattacharjee (2012). The researcher therefore used this method in acquiring the primary data from the respondents. The questions asked were framed both in structured and unstructured manner depending on the nature of information required. That is, the questions asked included both open ended and close ended. Essentially this research method has been selected by the researcher since it saves time and resources as well as being convenient for responses which could be unique and difficult to be expressed orally. Pandey and Pandey (2015) argues that, questionnaires have been widely used since they are easy to prepare and administer and very suitable for special type of responses. The researcher used this

type of method for TUWASA employees both in managerial and non-managerial cadres as it seemed appropriate.

3.6.2 Interviews

An Interview is a data collection method which involves person-to-person interaction, either face to face or otherwise, between the researcher and the respondent. Interviews questions can be unstructured where the researcher is free to choose the words to be used in explaining the questions to the respondents or structured where the predetermined set of questions are asked using the same wording and the order of questions is specified in the interview schedule (Kumar, 2011). Unlike a questionnaire, the interviews may contain special instructions for the interviewer that is not seen by respondents, and may include space for the interviewer to record personal observations and comments (Bhattacharjee, 2012). This data collection method was opted by the researcher since it provides the room for clarifying the questions to the respondent whenever such a need arises. It also helps the researcher to perceive the way the respondent reacts during the conversation and thus adjust the questions accordingly.

In addition, this method is highly recommended as it enables the researcher to collect the information from a variety of respondents with different knowledge levels even those respondents who are illiterate. According to Pandey and Pandey (2015) when interview data collection method is used, all formalities are laid down and the gate is opened for delivering into the intellectuals, emotional and subconscious stirrings of the interviewee. This study therefore interviewed all the categories of TUWASA staff

(managerial and non-managerial) from different departments and specializations as the conditions allowed. This enabled the researcher to obtain information of interest, which were crucial in the realization of the research objectives.

3.7.3 Documentary Review

This study captured valuable information from various documents as means of supplementing questionnaire and Interview data collection methods. As it has been argued by Bhattacharjee (2012, additional sources of data such as internal documents and memorandums, annual reports, financial statements, newspaper articles etc, should be used in supplementing and validating the research data collected by different data collection methods such as interviews. Walliman (2011) adds that, Sources of information in the form of texts and documents provide a great deal of data about society, both historically and of the present and many documents are written in order to put across a particular message.

The researcher therefore acquired the information regarding the topic of study from different documents such as TUWASA scheme of service, human resources department reports, Letters, incentive scheme, board meeting reports, minutes of management meetings, staff regulations, journals, newspapers and government circulars associated with employees motivation such as those concerned with employees benefits / rewards. In essence, the review of the mentioned documents enabled the researcher to gather comprehensive information regarding the topic of study.

3.8 Measurement of Variables

The Measurement of variables for this study were done by the use of the Likert scale. This is a common rating scale for measuring ordinal data in social science research. It is comprised of Likert items that are simply-worded statements to which respondents can indicate their extent of agreement or disagreement on a five or seven-point scale ranging from *Strongly disagree* to *strongly agree*. The researcher decided to use this tool since the Likert items permits more finely tuned response as compared to binary items even when the respondents are neutral to the statements (Bhattacharjee, 2012). A score of 5 indicated a high degree of agreement of a given statement while a score of 1 indicated a lower degree of agreement while a score of 3 indicated *neutral* responses. In general, the scores above 3 indicated a high degree of a responded statement while the scores below 3 indicated the opposite.

3.9 Data Analysis

Data analysis Indicate how a researcher will analyze the data to test the hypothesis and/or answer the research questions (Ary, Jacobs and Sorensen, 2006). In this study, the collected data were analyzed differently depending on certain factors such as the type of data collected and data collection methods. The data collected through questionnaires were analyzed by the use of descriptive statistics. That is, these data were described /presented statistically by using percentages and frequency distribution tables. On the other hand, the data that were collected qualitatively through interview method were thoroughly edited so as to make them accurate and thereafter codified by adapting a Content analysis approach.

3.10 Reliability and Validity

3.10.1 Reliability

Reliability is concerned with the robustness of the questionnaire and, in particular, whether or not it will produce consistent findings at different times and under different conditions, such as with different samples or, in the case of an interviewer-administered questionnaire, with different interviewers (Saunders, Lewis and Thornhill, 2007). In attempting to ensure the research reliability, the study used a variety of data collection methods as already discussed. Also, the interview questions were guided by the interview guide to increase their effectiveness. Lastly, the secondary data were gathered from trusted sources such organizational reports which have been approved by the concerned authorities.

3.10.2 Validity

Validity is defined as the degree to which an instrument measures what it is supposed to measure. In other words, validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothar, 2004). In order to ensure that this study remains valid, expected measures have been developed from the most accepted grounded theories of constructs. Also, the questionnaires were pre-tested to some employees and finally their suggestions were incorporated in the questionnaires before they were issued to the respondents. Finally, data were collected from the employees of all levels ranging from the top management to the junior employees.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Introduction

In this chapter, the collected data from the field are analysed and the findings for the objectives of the study are discussed. In particular, the data acquired from the field are firstly presented and then the findings obtained from the field are analysed and discussed. The study employed the use of tables in presenting and analyzing data.

4.2 Data Cleaning

As indicated in Table 4.1, a total of number of employees who were targeted to represent the whole population of TUWASA employees were sixty was (60). However out of those employees, only 55 employees returned the filled questionnaires and the rest Five (05) employees failed to return the questionnaires.

Questionnaires Distribution and Rate of Response:

Table 4.1: Questionnaires Distribution and Rate of Responses

Details	Frequency	Percentage (%)
Total distributed Questionnaires	60	100%
Questionnaires Returned	55	91.7 %
Questionnaires not Returned	05	8.3 %
Questionnaires Analyzed	55	91.7 %

Source: Researcher, 2018

4.3 Presentation of the Descriptive Statistics of Respondent's Biographical Data

The following sections presents the Respondent's Biographical data (demographic characteristics) such as gender, age, level of education, working experience and the category of the employees.

4.3.1 Gender Distribution of the Respondents

As Table 4.2 indicates, 66.7% of respondent were found to be males whereas 27.3 % of them were found to be females showing that the majority of TUWASA employees are males. However, this did not have any effect to the study as far as its objectives are concerned. Table 4.2 illustrates the Gender Distribution of the Respondents.

Table 4.2: Gender Distribution of the Respondents

Gender	Distribution		
	Frequency	Percent	Cumulative Percent
Male	40	66.7	66.7
Female	15	27.3	100
Total	55	100	

Source: Field Data (2018)

4.3.2 Age Distribution of the Respondents

In terms of age distribution of the respondents, it was found that: no employee was aged in the ages ranging from 18 to 21 years (0%), 20 employees had the ages ranging from 21 and 35 (36.4 %), 18 employees had the ages ranging from 35 and 45 (32.7 %), 12 employees had the ages ranging from 45 and 55 (21.8 %) and 5 employees had the ages of 55 years and above (9.1%). These findings suggest that a large number of the employees in this organization are youths and middle aged indicating that the organization prefers to recruit such kind of employees perhaps because they tend to be

visionary and energetic with a sufficient time in future to work for the organization.

The Age Distribution of the Respondents are as shown in Table 4.3.

Table 4.3: Age Distribution of the Respondents

Age (Years)	Distribution		
	Frequency	Percent	Cumulative Percent
18-21	2	0	0
21-35	20	36.4	36.4
35-45	18	32.7	74.1
45-55	12	21.8	95.9
55+	5	9.1	100
Total	55	100	

Source: Field Data (2018)

4.3.3 Level of Education of the Respondents

Regarding education qualifications of the respondents, this study declared that, 17 employees had a certificate level of education (30.9%), 11 employees possessed diplomas (20%), 02 employees hold advanced diplomas (3.6%), 11 employees had bachelor degrees (20%), 02 employees had masters degrees (3.6%) while no employee was found to have Doctorate Degree. Finally, the employees with other academic qualifications such as Standard Seven level of education were 12 (21.8%). In light of these findings, it was established that, the educational levels of majority of the employees were certificates holders followed by other levels. The possible reasons for this Observation was due to the fact that the nature of the duties performed in this Organization required mostly vocationally trained employees in areas such as Plumbing and Pipe Fittings especially certificate holders. In fact, the documents reviewed such as the scheme of service of the Organization indicated that those

employees were required in large number than others. However, this did not affect the study in meeting its objectives though it is clearer that, the data collected were mostly obtained from certificate holder employees. The educational levels of the respondents are as indicated in Table 4.4.

Table 4.4: Level of Education of the Respondents

Age (Years)	Distribution		
	Frequency	Percent	Cumulative Percent
Certificate	17	30.9	30.9
Diploma	11	20	50.9
Advanced Diploma	2	3.6	54.5
Bachelor degree	11	20	74.5
Master degree	2	3.6	78.1
Doctorate	0	0	78.1
Others (eg. Std vii)	12	21.8	100
Total	55	100	

Source: Field Data (2018)

4.3.4 Working Experience of the Respondents

Also as indicated in Table 4.5, the employees' working experience indicate that only 1 employee has worked with the organization below 1 year (1.8%), 17 employees have worked with this organization between 1 to 5 years (30.9%), 12 employee have worked with it for about 6 to 10 years (21.8%) and 25 employee have worked with the same for more than 10 years. Therefore, it can be deduced that, most of the employees have the experience of more than ten (10) years at work and as a matter of the fact, they are well experienced enough to carry their day to day activities to achieve the objectives of the Organization. In addition, this gave the researcher the confidence

that the information gathered are quite valid and genuine since they were mostly obtained from the employees who are well familiar and experienced enough with the organization. Table 4.5 presents the working experience of the respondents.

Table 4.5: Level of Education of the Respondents

Working experience	Distribution		
	Frequency	Percent	Cumulative Percent
Below 1 year	1	1.8	1.8
1-5 years	17	30.9	32.7
6-10 years	12	21.8	54.5
Above 10 Years	25	45.5	100
Total	55	100	

Source: Field Data (2018)

4.3.4 Employees' Category of the Respondents

In determining the employees' category of the respondents, 48 employees (87.3%) were in the non-management cadre and only 7 employees (12.7%) were in the management cadre. This indicate that many responses from the field have been drawn from the employees in the non-management cadre though this did bring any negative impact to the study. The employees' category of the Respondents are provided in Table 4.6.

Table 4.6: Employees' Category of the Respondents

Employees Category	Distribution		
	Frequency	Percent	Cumulative Percent
Management	7	12.7	12.7
Non-Management	48	87.3	100
Total	55	100	

Source: Field Data (2018)

4.4 Assessing the Level of Motivation for Employees

This study had three specific objectives whereas the first objective was to assess the level of motivation for employees at TUWASA. The employees were asked to specify the extent to which they perceived their level of motivation in such organization.

Table 4.7 presents findings of the study regarding this research objective.

Table 4.7: Level of Employees Motivation at Workplace

Level of Employee Motivation	Frequency	Percent	Cumulative Percent
Very Low	2	3.6	3.6
Low	2	3.6	7.2
Neutral	10	18.2	25.4
Good	35	63.6	89
Very high	6	10.9	100

Source: Field Data (2018)

Table 4.7 indicates that, 3.6% of respondents had very low level of motivation, 3.6% had Low levels of motivation and 18.2 % of the respondents remained neutral.

On the other hand, 63.6% of respondents' level of motivation was good while 10.9% of the same was very good (very high). These findings show that a large number of TUWASA employees (74.5%) are highly motivated.

4.5 The Intrinsic Factors Affecting Employee Motivation

In this study, the analysis of the intrinsic factors that affect the employee motivation at workplace was the second specific objective. The research question regarding this objective was: *What are the intrinsic factors that affect the employee motivation?* In order to answer this question, relevant information were gathered from the respondents through the use of questionnaires and interviews. The intrinsic motivating factors compatible with Herzberg's Two Factor theory indicated in the conceptual framework were identified and the respondents were required to rate the extent to which such factors motivated them. The assessment degrees were devised in accordance with the Likert's scales, that is *Strongly Agree, Agree, Neutral, and Disagree and strongly disagree*. The frequencies and the degrees of agreements on the statements that were considered relevant in the analysis of the intrinsic motivational factors affecting employees at workplace are presented next.

4.5.1 Employees Recognition

As indicated in Table 4.8, the findings show that 33 respondents (60%) Strongly agreed that their working morale at work improved when the organization recognized them for the achievements attained at work, 17 respondents (30.9%) agreed to the same while 5 respondents (9.1 %) remained neutral. On the other hand, no respondent was found to disagree or strongly disagree to that statement. These results show that,

the majority of the respondents were in the opinion that they cared about being recognized at work for their contributions (achievements) and this increased their working morale. One of the interviewees said the following words while was while was being interviewed:

“This organization recognizes my contribution when I attain a superior performance. I remember one time I was selected to be the best employee of the year whereby I was given a certificate of recognition and other perks. Also, the management of this organization such as the Managing Director has verbally congratulated me several times due to my good performance at work and this has always motivated to work in this organization”

Therefore from these findings it is a fact that recognition of employees at work place plays a pivotal role in boosting their level of motivation.

Table 4.8: Statistical distribution on how Recognition affect employees motivation at workplace.

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	33	60	60
Agree	17	30.9	90.9
Neutral	5	9.1	100
Disagree	0	0	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research Data (2018)

4.5.2 The work itself (meaningful and challenging jobs)

As shown in Table 4.9 the findings indicated that 17 respondents (30.9%). Strongly agreed that they were motivated with their jobs because they were meaningful and challenging . Likewise, 33 respondents (60 %) agreed to that statement, 4 respondents

(7.3 %) were neutral, 1 respondent (1.8%) disagreed with it and no respondent strongly disagreed with the same. These results indicate that, meaningful and challenging jobs contributed in raising the morale of the employees at work in this organization and in particular it suggests that the majority of employees were motivated with their jobs because they were meaningful and challenging. During an interview with the respondents, one of them said the following words:

“I really enjoy the job that I am doing in this Organization. Truly I feel comfortable when I undertake the duties and responsibilities thereof”

Thus, these findings suggest that, the way in which jobs are designed and structured always will determine the extent to which employees will be motivated to exert their efforts for the purpose of achieving the goals of the organization.

Table 4.9: Statistical distribution on how the work itself affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	17	30.9	30.9
Agree	33	60	90.9
Neutral	4	7.3	98.2
Disagree	1	1.8	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research data (2018)

4.5.3 Job Responsibilities

As Table 4.10 shows, 18 respondents (32.7%) Strongly agreed that their job responsibilities increased their morale because they enabled them to have control

over others. In addition, those who agreed to the same statement were 28 respondents (50.9 %), 5 respondents (9.1 %) were neutral, 4 respondents (7.3%) disagreed with it and none of the respondents strongly disagreed with it. These findings suggest that, most of the employees in this organization were motivated with their jobs because of the responsibilities associated with those jobs and thus validating Herzberg's Two Factor theory which points out job responsibilities as one of the employees' intrinsic motivational factors at workplace. Hence, from the above findings it can be asserted that the morale of the employees improves when the organization provides challenging and understandable responsibilities to employees and creates a culture that facilitates the same to work on such responsibilities so as to meet the objectives of the organization.

Table 4.10: Statistical distribution on how job Responsibilities affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	18	32.7	32.7
Agree	28	50.9	83.6
Neutral	5	9.1	92.7
Disagree	4	7.3	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research Data (2018)

4.5.4 Opportunities for Advancement

The findings of this study as presented in Table 4.11 revealed that, 31 respondents (56.4%) Strongly agreed that, their working morale improved since being at work

enabled them to be provided with opportunities for advancing their careers, 22 (40%) of the respondents agreed to same and the neutral respondents were 2 (3.6%). On the other hand, no respondent disagreed or strongly disagreed to this contention. The following words were declared by one of the respondents during an interview:

“For me as an employment, working with this organization has enabled me to improve my skills and generally I have been advancing my career in such a way that even if I may leave this organization I am sure that I will be in good position in any Organization that I may go”

Obviously these results advocate that a large number of employees in this organization were motivated with their jobs because they were provided with opportunities for advancement. Therefore, the importance of opportunities for advancement as one of the key factors for employees motivation cannot be overemphasized for the employees normally get motivated when they realize that the opportunities for advancing their careers awaits for them.

Table 4.11: Statistical distribution on how opportunities for advancement affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	31	56.4	56.4
Agree	22	40	96.4
Neutral	2	3.6	100
Disagree	0	0	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research Data (2018)

4.5.5 Employees achievement

As provided in Table 4.12, it was found that there were 17 respondents (30.9%) who strongly agreed that they were motivated to work in their respective jobs for the purpose of attaining their desired objectives. Apart from that, 25 respondents (45.5%) agreed and 8 respondents (14.5%) opted to be neutral. Furthermore, 1 respondent decided to disagree with this statement while 4 respondents strongly disagreed with the same.

Therefore these findings propose that a large number of employees were motivated to work in their jobs as long as they perceived that the same enabled them to attain their desired objectives. As a matter of the fact, this findings provide the message that employees are always motivated to do their jobs when the organizations creates an environments that enable them to achieve and sustain the desired targets.

Table 4.12: Statistical distribution on how the employees achievement affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	17	30.9	30.9
Agree	25	45.5	76.4
Neutral	8	14.5	90.9
Disagree	1	1.8	92.7
Strongly Disagree	4	7.3	100
Total	55	100	

Source: Research data (2018)

4.5.6 Possibilities for Personal Growth

Table 4.13 indicates that, 6 respondents (10.9%) strongly agreed that they were motivated with their jobs because there were the possibilities for personal growth; the respondents who agreed were 23 (41.8 %) while 11 respondents (20 %) were in the neutral position. In addition, 10 respondents (18.2) disagreed with this statement and 5 respondents strongly disagreed with it. These results show that the majority of employees were motivated to work in their jobs because there were the possibilities for personal growth, that is, when they become aware that opportunities for personal development in an organization are available and given a close attention.

Table 4.13: Statistical distribution on how the Possibilities for Personal Growth affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	6	10.9	10.9
Agree	23	41.8	52.7
Neutral	11	20	72.7
Disagree	10	18.2	90.0
Strongly Disagree	5	9.1	100
Total	55	100	

Source: Research Data (2018)

4.6 The Extrinsic Factors Affecting Employee Motivation

The third specific objective of this study was to analyze the extrinsic factors that affect employee motivation at workplace. The research question for this objective was *what are the extrinsic factors that affect the employee motivation?* In order to answer this question, relevant information were gathered from the respondents through the

use of questionnaires and interviews. The extrinsic motivating factors compatible with Herzberg's Two Factor theory indicated in the conceptual framework were identified and the respondents were required to rate the extent to which such factors motivated them. The assessment degrees were devised in accordance with the Likert's scales, that is *Strongly Agree, Agree, Neutral, Disagree and strongly disagree*. The frequencies and the degrees of agreements on the statements that were considered relevant in the analysis of the extrinsic motivational factors affecting employees at workplace are presented next.

4.6.1 Salaries and other Monetary Rewards

As Table 4.14 indicates, the respondents who strongly agreed that they were interested (motivated) with their jobs because the same enabled them to get salary and other monetary rewards were 31 respondents (56.4%) while those who agreed were 17 respondents (30.9%) and 6 respondents (10.9 %) remained neutral. On top of that, 1 respondent (1.8%) disagreed to that statement and no respondent strongly disagreed to it. These results propose that, salary and other monetary rewards had a significant influence on the motivation on most of employees in this organization. Below is quote from one of the Interviewees:

“As you know salary is everything because practically there is nothing you can do in this world except you have got money. To be honest, I am working in this Organization because I am paid a good salary and other benefits in time....”

These findings indicated those salaries and other benefits, which in most cases are in terms money remain to be one of the core factors that determine employees' motivation at workplace. In fact, this study found that most of the employees still care

about salaries because they need the same to survive therefore when they get paid good salaries and other monetary benefits their morale at work improves.

Table 4.14: Statistical distribution on how Salaries and other Monetary Rewards affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	31	56.4	56.4
Agree	17	30.9	87.3
Neutral	6	10.9	98.2
Disagree	1	1.8	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research data (2018)

4.6.2 Security of Employment

As stipulated in Table 4.15 show 17 respondents (30.9%) strongly agreed that they were motivated with their jobs because there was sufficient security of employment. Besides, 29 respondents (52.7%) agreed to that assertion, 17 respondents (12.7%) were neutral, 2 respondents (3.6 %) disagreed and no respondent strongly disagreed to it. These findings deduce that, security of employment contribute in prompting motivation for the majority of employees in this organization. The statement below from one the respondents justify these finding:

“Let me tell you the truth, employment opportunities are now days very scarce. So getting employment in a government

institution like this I consider it as a privilege and therefore I feel encouraged to continue working”

The message conveyed here is that, most of the employees especially in government institutions consider securing employments in their such organizations as something very meaningful as opposed to private institutions where hiring and firing is very common.

Table 4.15: Statistical distribution on how Security of Employment affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	17	30.9	30.9
Agree	29	52.7	83.6
Neutral	7	12.7	96.3
Disagree	2	3.6	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research Data (2018)

4.6.3 Working Environments

As Table 4.16 provides, the contention that employees in the case organization were motivated to work at their present employer due to conducive working environments available was strongly agreed by 18 respondents (32.7%), agreed by 21 respondents (38.2%) as well as having 12 respondents (21.8%) who were in the neutral position. Additionally, 2 respondents (3.6%) disagreed to this assertion and 2 respondents

(3.6%) strongly disagreed to the same. Thus, it is observed from these results that, most of the respondents in this Organization considered working environments as an essential determinant of their motivation levels since most of the employees normally spend a lot of their time at the places of work.

Table 4.16: Statistical distribution on how Working Environment affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	18	32.7	32.7
Agree	21	38.2	70.9
Neutral	12	21.8	92.7
Disagree	2	3.6	96.3
Strongly Disagree	2	3.6	100
Total	55	100	

Source: Research Data (2018)

4.6.4 Interpersonal Relationships

According to Table 4.17, the findings of this study showed that 29 respondents (52.7%) in the studied organization strongly agreed that they liked their jobs (motivated to work in their jobs) because those jobs provided them with opportunities for developing good interpersonal relationship with their co-workers. Also, the respondents who agreed to that statement were 20 (36.4%) while those who remained neutral were 6 (10.9%). Finally, none of the respondents disagreed or strongly disagreed to this statement. Following these findings, it can be stated that to a large extent the employees in this organization were motivated to work because there were

the provisions for developing good interpersonal relationship with their co-workers.

The below statement was noted during an interview with one of the respondents:

“I have worked with this organization for about fifteen years, through all this time I have enjoyed a good relationship with my fellow employees at all levels something that has contributed much in increasing my working morale....”

The implication from these findings is that when there is a good interpersonal relationship among the employees in an organization, their inspiration towards work also improves. In essence, good interpersonal relationships among the employees give them opportunities to share their experiences and challenges faced at work and thus their inclination towards work is streamlined.

Table 4.17: Statistical distribution on how Interpersonal Relationships affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	29	52.7	52.7
Agree	20	36.4	89.1
Neutral	6	10.9	100
Disagree	0	0	100
Strongly Disagree	0	0	100
Total	55	100	

Source: Research Data (2018)

4.6.5 Organizational policies and administration

As it can be observed from Table 4.18, the data collected from the field revealed that 14 respondents (25.5 %) strongly agreed to the expression above, that is; they felt

motivated to work at their job because the organization had sound policies and procedures in various matters such as those related to the welfare of its employees. Apart from that, 26 respondents (47.3%) agreed to that expression while 13 respondents (23.6%) were neutral. Moreover, 1 respondent (1.8%) disagreed and 1 respondent (1.8%) strongly disagreed to the same. From these findings, it was realized that a large number of the employees in this organization felt motivated to work at their jobs because the organization had sound policies and procedures stressing that Organizational policies and procedures have the profound consequences on employees motivation at workplace.

Table 4.18: Statistical distribution on how Organizational policies and administration affect employees motivation to the Welfare of its Employees

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	14	25.5	25.5
Agree	26	47.3	72.8
Neutral	13	23.6	96.4
Disagree	1	1.8	98.2
Strongly Disagree	1	1.8	100
Total	55	100	

Source: Research Data (2018)

4.6.6 Supervision

As presented in Table 4.19 show 18 respondents (32.7 %) strongly agreed that it was interesting (motivating) to work at the case organization since they were well supervised when performing their assigned duties and responsibilities, 24 respondents

(43.6%) agreed to the same statement, 9 respondents (16.4%) were neutral, 3 respondents (5.5%) disagreed and the one that strongly disagreed to it was only 1 respondent (1.8%). Therefore, the majority of the respondents in this organization indicate that effective supervision is one of the critical factors that derive their motivation at workplace. While interviewing the respondents in this area, one of them expressly stated the following words:

“It is a fact that effective supervision matters most in raising my morale at work. of course I can say that I have been well supervised when performing my assigned duties and responsibilities in this organization.....”

The indication from these observations is that employees’ motivation in an organization enhances when there is a good supervision. This is because, the way in which the employees are supervised always determine the extent to which such employees will be willing to devote their efforts at work.

Table 4.19: Statistical distribution on how effective supervision affect employees motivation

Description	Distribution		
	Frequency	Percent	Cumulative Percent
Strongly Agree	18	32.7	32.7
Agree	24	43.6	76.3
Neutral	9	16.4	92.7
Disagree	3	5.5	98.2
Strongly Disagree	1	1.8	100
Total	55	100	

Source: Research Data (2018)

4.6 Discussion of the Findings

This study was aimed at analyzing the factors affecting employees motivation at workplace by using a case of TUWASA. Regarding the research question 1, which was aimed at assessing the level of motivation for workers, the study revealed that the majority of the respondents (74.5%) were highly motivated with their jobs. It further showed that the management of this organization has good initiatives to ensure that its employees are both intrinsically and extrinsically motivated.

Regarding the research question 2 which was aimed at analyzing the intrinsic factors that affect the employee motivation at work, Most of employees agreed/strongly that the intrinsic motivation factors such as Recognition, the work itself, Responsibility, advancement, Growth and achievement affected their motivation at workplace. Therefore, these findings suggest that intrinsic factors really affects the motivation of employees in an organization because they have a deeper and longer-term effect and inherent from the individuals (Armstrong, 2006).

These findings concur with Herzberg's Two Factor theory, which firstly established these factors and referred them as motivators/ satisfiers. He argued that, these factors were intrinsic to the job and their availability would inevitably drive employees to act in a desirable way. Similarly, these findings concur with some empirical studies such as Hossain and Hossain (2012). The researchers analyzed the Factors affecting employee's motivation in the Fast food industry of the United Kingdom whereby the broad categories of motivation factors were identified including the intrinsic motivational factors, which have also been revealed by this study. Additionally, the

finding of other studies such as Osakwe (2014), Järnström and Sällström (2012) Kigwangalla (2012) and Karubi (2014) which were conducted in different work settings correspond to the findings of this study.

With regard to research question 3, which was to analyze the extrinsic factors that affect the employee motivation at workplace, the Majority of the employees agreed/strongly agreed that the extrinsic motivation factors such as Salary, Working condition, Company policy and administration, Supervision as well as Interpersonal relationships extrinsically affected their motivation at workplace. This findings matches with empirical literatures such as Mensah and Tawiah (2015) whereby the researchers stressed that extrinsic motivation factors such as pay/ remuneration and other factors still remain paramount in deriving employees motivation at workplace. Likewise Mushwaim (2014) who conducted a study on this subject, mentions that extrinsic motivation factors such salary, interpersonal relationships and good working conditions were found affect employees motivation at his area of study (Mvomero District).

Also Mpembeni, et al. (2015) who performed a study on Motivation and satisfaction among community health workers in Morogoro Region of Tanzania, their findings discovered extrinsic motivation factors including as incentives and job security. Moreover, the study on this subject conducted by Muze (2014) using a case of Vodacom Tanzania Limited revealed that the identified extrinsic motivation factors like working environment (work nature and the environment that surrounds it), good

employee relations and employee compensation were among the key determinants of employees motivation at workplace.

However, the findings of this study contradicted with other studies conducted previously as far as the extrinsic motivation factors affecting employees motivation are concerned. For example, the work of O'Connor (2010) which examined the Factors That Influence Motivation in the Workplace during a Recession using a case study of the Bank of Ireland, indicated that some of extrinsic factors such as pay were not found to be strong factors used to motivate employees while for this study this was the opposite. Similar remarks were made by Sawicki (2016) who performed a study on Motivation of Staff in some of the Europeans Countries. Finally the findings of were noted to be contrary to Herzberg's Two Factor theory which holds that extrinsic or hygiene factors do not motivate employees but are just hygiene or maintenance factors that prevent dissatisfaction while this study found that most of the employees still care about such factors. The possible reason for this contradiction is because those studies were performed in the working environments that differ from that of the current study. This is because what motivates people to work in one environment or organization sometimes could not motivate the employees in other work settings (William, 2010).

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the summary of the findings, conclusion, recommendations as well as areas for further study.

5.2 Summary of Findings

This study was mainly aimed at analyzing the factors affecting employees motivation at Urban Water Supply and Sanitation Authorities by using a case of TUWASA. Three specific research objectives were to be addressed which were: to assess the level of motivation for employees, to analyze the intrinsic factors that affect the employee motivation at workplace as well as to analyze the extrinsic factors that affect employee motivation. The research findings regarding these research objectives are summarized below:

5.2.1 It was realized that, majority of the respondents (74.5%) were highly motivated with their jobs. These findings were based on questionnaire responses whereby a large number of employees indicated that their levels of motivation were either high (good) or very high. However, there were a small number of the respondents who indicated that their levels of motivations were either low/very low or neutral.

5.2.2 It was also found that, the Majority of the respondents were in the opinion that intrinsic motivation factors affected their motivations at workplace. The intrinsic motivational factors, which were confirmed to affect employee

motivations at their work include: Recognition, the work itself, Responsibility, advancement, Growth and achievement.

5.2.3 Finally, the Majority of the respondents showed that extrinsic motivation factors such as Salary, Working condition, Company policy and administration, Supervision as well as Interpersonal relationships extrinsically affected their motivation at workplace.

5.3 Conclusion

Motivation of employees has been realized to be among the key determinants of the Organizations' success in many work settings. Most organizations are concerned with what should be done for employees to be motivated. The current study was generally geared towards analyzing the factors affecting employees' motivation at Urban Water Supply and Sanitation Authorities by using a case of Tabora Urban Water Supply and Sanitation Authority. The specific research objectives that guided this study were: to assess the level of motivation for employees, to analyze the intrinsic factors that affect the employee motivation at workplace as well as to analyze the extrinsic factors that affect employee motivation. The descriptive research design was adopted by the study. On the other hand, the data collection methods for Primary data were questionnaires and interviews while the secondary data were gathered through documentary reviews.

It was revealed by the study findings that, the majority of the employees (74.5%) at T UWASA were highly motivated with their jobs though a small number of respondents indicated that their levels of motivations were either low/very low or

neutral. The study also revealed that, there were intrinsic motivational factors, which affected employee motivations at work that were consistent with Herzberg's Two Factor theory such as Recognition, the work itself, Responsibility, advancement, Growth and achievement.

On the other hand, there were extrinsic motivation factors such as Salary, Working condition, Company policy and administration, Supervision and Interpersonal relationships that were realized to affect employees motivation though this finding was contrary to Herzberg's Two Factor theory which stresses that extrinsic (hygiene factors) do not motivate employees but are maintenance factors that prevent dissatisfaction. In fact, these findings were supported by some empirical studies while others were in contradiction with the same.

These findings suggest that both intrinsic and extrinsic motivational factors affect employee motivations at work. Therefore, for the organization that need to be successful and achieve sustained competitive advantage through human resources, it should ensure that there is a good balance between intrinsic and extrinsic motivational factors (Nyambegera and Gicheru, 2016).

5.4 Recommendations

The study makes the following recommendations based on the findings:

- 5.4.1 In order to enhance employees motivations, the organization need to plan and implement employees motivation policies and strategies which incorporate both intrinsic motivational factors such Recognition, the work itself, Responsibility, advancement, Growth and opportunities for achievement and

extrinsic motivational factors such as Salary, Working condition, Company policy and administration, Supervision and Interpersonal relationships.

- 5.4.2 Due to the fact that motivation of employees in the organization is an ongoing phenomenon for organizations that wishes to prosper, it is hereby recommended that the human resource planning of the organizations should incorporate the plans for employees' motivation.
- 5.4.3 The management in work organizations should be aware of the differences among the employee since such differences implies that the intrinsic and extrinsic factors that motivate them might not be the same. By doing so, they will be able to design the right mechanisms for motivating their employees from time to time.
- 5.4.4 Managers should be continually trained so as be equipped with an up- to dated knowledge of how well to motivate the employees in their organization. This is because, many facets affects the employees motivations which managers should continually learn about rather than perpetuating traditional motivation techniques that sometimes could not work.
- 5.4.5 Lastly, Organizations should realize that motivating employees in most cases is costly because it entails the use of financial resources. Therefore their short and long-term financial plans should allot sufficient resources for propagating employees motivation.

5.5 Limitation of the Study

While undertaking this study, some limitations were encountered. These include: failure to collect all the distributed questionnaires since some the respondents were either too busy or not cooperative. Also, during an interview with some of the respondents, they were not free to answer clearly the questions that were asked to them perhaps due the suspicion that researcher could disclose their responses to the employer though the researcher could not do so. This somehow affected the study because it may be that some relevant information were not grasped from the respondents.

5.6 Areas for Future Research

The researcher is of the opinion that intrinsic and extrinsic motivation factors analyzed by this study were not the only factors that derive employees' motivation at every workplace. As stated earlier, this subject remain to be complex because every human being is different and his/her needs are also different depending on his or environment. Therefore, it is hereby recommended that further studies should be undertaken in different organizations regarding this topic so as to extract more intrinsic and extrinsic motivational factors that possibly this study did not cover. Also the question whether every employees or human being can be motivated remains unclear. Therefore, future studies should investigate whether motivation factors affects all every employees or whether some employees cannot be motivated at all regardless of all the efforts that the organizations can make to motivate them.

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APPENDICES

Appendix I: Questionnaires

Dear respondent,

My name is John Joachim Chacha, a postgraduate student of the Open University of Tanzania currently pursuing a Masters Degree in Human Resource Management. In partial fulfillment of the requirement of this program, I am conducting a research on *The factors affecting employees' motivation at Urban Water Supply and Sanitation Authorities : A case of Tabora Urban Water Supply and Sanitation Authority.*

Therefore, I am requesting you to answer the questions in this questionnaires appropriately as per instructions provided. The researcher assures you that the information provided in this questionnaire are confidential and merely for research purposes. That being the case, you are not even required to write your name anywhere in this questionnaire for it is intended to gather the necessary information required for the stated purpose only.

SECTION A: BACKGROUND INFORMATION

Below are the items regarding the background information? Please put a tick inside the box for the item that you consider to be appropriate.

1. What is your gender?

Male []

Female []

2. Your age is?

18 - 21 years []

21-35 years []

35-45 years []

45-55 years []

Over 55 years []

3. Your level of education is?

Certificate [] Diploma [] Advanced diploma [] Bachelor degree []

Master's degree [] Doctorate [] Others []

4. How long have worked at TUWASA?

Below 1 year [] 1-5 years [] 6-10 years [] Above 10 years []

5. In which category do you fit in the organization?

Management cadre [] Non- management cadre []

SECTION B: INTRINSIC MOTIVATIONAL FACTORS FOR TUWASA EMPLOYEES

In the table below, Please put a tick regarding the degree to which you agree with a given statement using the following ranks: *Strongly Agree, Agree, Neutral, Disagree and strongly disagree.*

No	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	My morale at work improves when the organization recognizes me for the achievements attained.					
2	I am motivated with my job because it is meaningful and challenging.					
3	My job responsibilities increase my morale because they enable me to have control over others.					
4	Being at work provides me with an opportunity for advancing my career and therefore my morale					

	improves.					
5	I am motivated to work in this type of job for the purpose of attaining desired objectives.					
6	I am motivated to work because there are possibilities for personal growth.					

What are the other intrinsic factors (if any) that motivate you to work at TUWASA?

(Please specify)

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SECTION C: EXTRINSIC MOTIVATIONAL FACTORS FOR TUWASA

EMPLOYEES

In the table below, Please put a tick regarding the degree to which you agree with a given statement using the following ranks: *Strongly Agree, Agree, Neutral, and Disagree and strongly disagree*

No	Statement	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	I am interested with my job because it enables me to get salary and other monetary rewards.					
2	I am motivated with this type of job because there is sufficient security of employment.					

3	It is motivating to work at my present employer due to conducive working environment available.					
4	I like my job because it provides an opportunity for developing good interpersonal relationship with my co-workers.					
5	I feel motivated to work at my job because the organization has sound policies and procedures in various matters such as those related to the welfare of its employees.					
6	It is interesting to work at this organization since I am well supervised when performing assigned duties and responsibilities.					

What are the other extrinsic factors (if any) that motivate you to work at TUWASA?

(Please specify)

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SECTION D: EMPLOYEES LEVEL OF MOTIVATION FOR TUWASA

EMPLOYEES

1. In general, what is your perceived level of motivation at TUWASA? Please tick in the bracket for the appropriate item.

(1) Very low []

(2) Low []

(3) Neutral []

(4) Good []

(5) Very high []

2. What measures do you recommend that the organization should undertake in order to boost the level of motivation for its employees?

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THANK YOU FOR YOUR COOPERATION!!

Appendix II : Interview Guide Questions for TUWASA Employees

1. Do you think that TUWASA employees are motivated? Briefly explain your answer.

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2. In your opinions, what would be the current motivation levels for TUWASA employees?

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3. Can you briefly provide the factors that motivate you to continue working in TUWASA?

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4. In your opinions, what measures would be undertaken to improve employees motivation at?

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5. In case the above recommended measures are undertaken, will your performance be improved? If yes, to what extent?

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THANK YOU FOR YOUR COOPERATION

Appendix III : Introduction Letter

Appendix IV : Permit Letter