

**EFFECT OF MOTIVATION ON EMPLOYEES PERFORMANCE: A CASE
OF THE OPEN UNIVERSITY OF TANZANIA**

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

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CERTIFICATION

The undersigned certifies that, she has read and hereby recommends for acceptance by The Open University of Tanzania a dissertation titled “Effect of Motivation factors on Employees performance: A case study of the open University of Tanzania” in partial fulfillment of the requirements for the Degree of master of Human Resource Management of the Open University of Tanzania.

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Date

DECLARATION

I, Siah Machenje, do hereby declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award

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DEDICATION

I wish to dedicate this work to my darling husband and our beloved daughters Holliness and Jollette who missed me during the extended hours of my studies without their patience and perseverance; it would have been difficult to pursue my studies successfully.

Also to my beloved parents late Ev. Matthew Machenje and my Mummy E.M .Machenje who always prays for my successes. I know you would have been proud of me! To my family and friends who is my pillars and anchor in every step of my life together to you this success is almost yours!

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ABSTRACT

Motivation system is an important tool that management uses to channel employees motivation in desired ways such as better functionality and further improves organization performance. The purpose of this study is to examine the Effect of Motivation Factors on Employees performance at OUT. The study was guided by following specific objectives: (i) To identify the types of motivation that OUT employees is receiving from their employer. (ii) To determine whether there is significant relationship between motivation factors and employees performance at OUT.(iii) To identify challenges that affect the performance of OUT employees . The respondent general information was tested by using descriptive statistic thematic analysis. The Study surveyed 70 employees from OUT, using questionnaire and Interview for selected employees. The data was analyzed by using descriptive statistics (SPSS and excel) and data presented as frequency distribution tables, and histograms. The findings of study showed that the motivation strategies' found in OUT are salary, house benefits, promotion, recategorization, carrier achievement and recognition. However the result shows that the employees are not satisfied with those motivation strategies because not all who benefit from those mentioned strategies for example house benefits are for the senior cadres. Furthermore the result indicated that the non financial motivation (Recognition) increase employees performance. And lastly the research indicated that there is a high need to revise HR policy, Motivation policy so that to cope with the current situation and to overcome those challenges which employees facing while performing their duties.

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LIST OF ABBREVIATIONS

CRDB	Community Rural Development Bank
GCB	Ghana Commercial Bank
HQ	Head quarter
HR	Human Resource
HRMO	Human Resource Management Officer
IRB	Institutional Review Board
OUT	The Open University of Tanzania
UDSM	University of Dar es Salaam
SPSS	Statistical Package for Social Science

CHAPTER ONE

INTRODUCTION AND BACKGROUND INFORMATION

1.1 Introduction

This chapter discusses the background information, the statement of problem and research objectives. It further highlights the research questions guiding this study. The chapter also clarifies the scope of the study and in the end it highlights the significances of the study.

1.2 Background of the Study

The Open University of Tanzania (OUT) is one of the old and largest higher institutions in Tanzania were established by an Act of Parliament No. 17 of 1992. The Act became operational on 1st March 1993 vide the Public Notice No. 55 in the OG. The Act No. 17 of 1992 was repealed and replaced by the OUC which is in the line of the Universities Act No. 7 2005. The charter becomes operational with effect from 1st January 2007.

The OUT is an Open and Distance Learning Institution offering Certificates, Diplomas and Degrees courses and Postgraduate studies Education delivery is attained through various means of communication such as print media, Information and Communication Technologies, network-supported by electronic platforms correspondence, enhanced face to face, special seminars, contact programmes or a combination of any such means. In accordance with the OUT Act, the Open University of Tanzania is an open distance and learning institution, operating through a network of twenty six Regional Centers and co-coordinating centers spread throughout the United Republic of Tanzania and beyond the borders. It is a

relatively young University of the age of years. The rapid growth in students enrolment has necessitated the need to increase motivation of academic, administrative and technical staff.

The objectives and functions of OUT are, to preserve, enhance and transmit knowledge by teaching and conducting research through various means, including the use of broadcasting and technological devices appropriate to higher education, to promote educational wellbeing of the Community generally through distance education methods, to provide education of University and Professional standard for its students, to conduct examinations for and to grant degrees, diploma, certificates and other awards of the University and to make University education accessible to a much wider Public through distance learning.

One of the major concerns globally of this organization is its profitability, hence the need for efficiency. In this era, organizations are in a continuous state of competition and this has intensified the need to improve employee's performances and invariably that of the organization (Barney, 1995). Organizations are faced with a quickly changing environment and this has mean that they have to develop a more focused and coherent approach in how they manage people, and therefore the same way that organizations need a strategy for marketing or operation, they also need a strategy for managing their human resource (HR).

This has been challenging for employers for a long time and has been dealt with in different ways across organizations over time (Gospel, 1992). Employee resourcing is a tool used for organizations to make sure that they get the employees needed and

use them efficiently (Spector, 2000). People work with an organization and stay there when there are effective HR practices that give them a supportive work environment, thus, it is imperative that organizations develop effective policies that enable them to recruit, select, and retain competent employees (Locke and Latham, 1990). One of the key questions in all organizations is how to get employees to perform well.

Most writers have established that the basic foundation for retaining high performing employees is to have those motivated (Steer et al., 2004). This is because a motivated employee is likely to perform better. Many researchers in the area of organizational performance have argued that employee motivation is an important element in individual and organizational performance and is also a significant factor in people's decision to quit working in an organization (Tzeng, 2002; Steer et al., 2004).

Based on this, Frederick Herzberg famously said: "If you want people to do a good job, give them a good job to do" Hence, it is vital for any organization to constantly discover different ways to motivate employees so as to improve performance, productivity and qualities, which was also reflect on the overall performance of the organization and helps to maintain competitive advantage in the market. This is due, in part to the fact that what motivates employees' changes continuously (Buford, et al, 1995).

Motivation theory can help us to consider the different investments which can be made in people. Investment in workers through motivational measures are made

today with the hope of future benefits for an organization. “In a world characterized by competition, customer focus and the need for speed and flexibility, in order to get the results you want, you still have to depend on your people to carry the day” (Storey, 2001:9). Therefore this makes it a necessity to employ “talented individuals, who need to be developed, motivated, rewarded and provided with the organizational cultures and work processes that was make them to be successful” (Hay group, 2000 in Storey, 2001: 9).

In Public service, motivation aims to compensate and retain employees which were help to avoid expensive recruitment and training for replacement. Thus why Tanzania Government continue with effort to motivate its workforce (Tanzania Public Services Pay and Incentive Policy, 2010). To get best performance from employees, there needs to be some sort of motivation beyond the weekly or monthly paycheck. Motivation can come in form of financial incentives, the opportunities to get involved in company projects a career path that leads to management and direct involvement from management into daily tasks. Effective motivation can create a productive work force but a lack of motivating factors can be employees searching for reasons to give their maximum effort.

In OUT the issue of motivation is a problem which affects employee’s performance. This is because when you motivate your work they wreath perform their duties well hence increase of productivity in organization .Also Motivation can come in form of money and non monetary .The big problem which was observed here was issue of recognition for the good job done at OUT. People are not recognized for what they do hence this affects employee performance at OUT. The issue of motivation at

OUT involves HRM Policy and Organization policy it seems that if there is a poor HRM and Organization policy on motivation issue this can lead to poor performance and hence can create the turnover rate to increase, poor production which may lead to the organization to lose profit.

The Open University of Tanzania (OUT) like other higher institution is struggling to earn as large market for different courses its running by providing excellent market service to its customers in and out of organization to retain them despite of fierce competition of about thirty five registered universities available in Tanzania. Excellent services provided by employees can create a positive perception and ever lasting image in the eyes of OUT organization. The motivation of OUT employees plays a major role in achieving high level of satisfactions among its students/ customers and organization in general.

1.3 Statement of Problem

The Open University of Tanzania has been in existence for a period of 25 years. In these 25 years, the Open University of Tanzania has suffered from numerous human resource problems. Motivation is very high importance in any organization. The university has many motivation packages but the extent to which they are applied is questionable. Despite the organization having a fully-fledged human resource department that have been coordinating human resource issues, a lot of human resource problems have emanated that have ultimately manifested in unsatisfactory human resources performance leading to poor motivation and employees performance. These performance failures are both on the side of the organization and workers who constantly should work together.

Different empirical researches have been conducted on the effect of motivation factors and employees performance in Tanzania. Martina (2013) examined employees motivation and its impact on corporate performance in Tanzania, Case of CRDB In Dar es salaam where findings reveals that external and Internal incentives motivation are very important for a corporate performance where they are rewarded fairly. Due to that employees' motivation was ultimately increase the performance where they are willing to stay overtime to complete their job.

Elibariki (2016) assessed the effect of motivation on employees performance and found out that two variables which reveal existence of positive relationship between motivations and employees performance and therefore implying that the increase in motivation lead to increase employees performance. And this situation insists on increasing attention to employees' motivation practice in order to improve employees' performance. On the other hand, Gisela (2014) examined the effect of motivational factors on worker performance in Tanzania Primary Healthcare facilities, a case of Public Primary health facilities in Ilemela District of Mwanza city. Where the study revealed that the healthcare workers motivation to join the medical services procession was due to job security and absence of job alternatives and salary was not a concern.

Overall, level of motivation among workers was low due to the low or absence of remunerations to supplementary salary. Also study revealed that the current used motivational tools were adequate and undesired. There is no motivation approach or system which has been developed till now to incorporate them into the public services. Also rate of incentive level pay differ from one cadre to another for

example technical and administrative employees and lower cadre are still low, this lead to the poor performance and job satisfaction. In order for employees to carry out their work or job effectively they have to be well motivated. The completion of this study was improving motivation practices in the organization so that can improve both employees and organization performance.

1.4 Research Objective

1.4.1 General Objective

The general objective of this study was to examine the Effects of Motivation Factors on Employee's Performance.

1.4.1.1 The Specific Objective

The study was guided by the following specific objectives

- i. To identify the types of motivation given to OUT staffs and its effects on employee performance.
- ii. To determine whether there is significant relationship between motivation and employees performance at OUT.
- iii. To identify challenges that affects the performance of OUT employees.

1.5 Research Questions

- i. What are the types of employee's motivation given to OUT staffs? Is there any effects when employees of OUT miss those motivations?
- ii. Is there any significant relationship between motivation and employees performance at OUT?
- iii. What are the challenges that affect the performance of OUT employees?

1.6 Scope of the Study

The study examined how motivation (both intrinsic and extrinsic) factors influence motivation of workers' performance in The Open University of Tanzania. In 2015 there most of the Staffs shifted to other universities and other public and public offices, others resigned due to number of factors including poor motivation, delayed promotion, salary increment, trainings, and incentives. Therefore this data shows that OUT has been experiencing staff turnover because of limited motivation, therefore, research is needed to come up with empirical evidence by examining the effects of motivation on employee performance.

1.7 Significance of the Study

The findings of this study help OUT employer to develop new policy regards motivation functions through development of better motivation program which was help to improve employee performance and organization performance. Also the finding of this study was helping Government policy maker to develop efficient Public Service pay and incentive policy so that it brings great positive effective on employee performance. The study was adding value to the available literature on the similar subject. It enable the researcher to integrate both theories and empirical literature with real work situation it have broaden the knowledge of the researcher and if properly and strategically applied , motivation strategies will be helped the organization to achieve its objectives more efficient and effectives manner hence increase employees performance.

1.8 Chapter Overview

This work is divided into five Chapters. Chapter one is introduction of the study,

background of study, Objectives, research questions and limitation of the study. Chapter two present the, definition of key concepts, literature review about the Effect of Motivation Factors on Employee Performance and the empirical studies. Chapter three is research methodology and specifically by case study design applied to undertake the investigation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter consist the review of the literature relevant to the study objectives. It builds a theoretical foundation upon which the research is based and references to some empirical studies which relate to the concept of employee's motivation and organizational performance.

2.2 Conceptual Definitions

2.2.1 Motivation Definition

Motivation theory is concerned with what determines goal directed behavior. It is about, how behavior is initiated by needs and by expectations on the achievement of goals which will satisfy those needs, how the achievement of goals and /or feedback on their achievement reinforces successful behavior and how belief in one's ability to carry out a specific task will actuate behavior which is expected to achieve the successful performance of that task (Armstrong, et al., 2004).

According to Hoy and Miskel (1987), employees' motivation is the complex force drives, needs, tension states or other mechanism that starts and maintains voluntary activity directed towards the achievement of personal goals. Mullin (1996), refers motivation to the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior. He added that motivated employees are willing to exert a particular level of effort (intensity), for a certain amount of time (persistence) toward a particular goal or direction.

Motivation is a decision making process, through which the individual chooses the desired outcomes and sets in motion the behavior appropriate to them. Motivation can therefore be thought of as the degree to which an individual WANTS and CHOOSES to engage in certain behavior (Matoka, 2011). According to Ramlall, (2004), Employee motivation refers to the willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need. Butkus and Green (1999) Motivation is the process by which people are convinced to move forward for performing something special to fulfill their needs and get satisfaction. In other words motivation is the process by which people are valued and encouraged to move forward for performing their work better so that they can fulfill their needs and be satisfied.

Motivation is the word derived from the word 'motive' which means needs, desire, wants or drives within the individual. It is the process of stimulating people to action to accomplish the goals (Robin, 1993). According to Knicki and Kreitner (2001) "Motivation are those psychological processes that cause the stimulation persistent to the voluntary actions that are goal directed ". Motivations are those willingness actions which make person to be stimulated to reach her personal goals and organizational goals as well. In the work goals context the psychological factor stimulating the people's behavior can be, desire for money, success, recognition, job-satisfaction, team work and the like.

One of the important functions of management is to create willingness among the employees to perform in the best of their abilities therefore the role of leaders is to arouse interest in performance of the employees in their jobs. Ngirwa (2005),

Motivation is primarily concerned with three issues: energizing behavior, what causes such behavior and how is this behavior sustained. Each one of these three issues is vital to understanding of the behavior of human resource at work and the ability of managers to motivate employees. Motivation is general term applying to the entire class of drives, desire, needs, wishes and similar force. Managers motivate their subordinate is to say that they do thing which they hope were satisfy these drives and desire and induce the subordinates to act in desired manner. Motivators are things which induce an individual to perform while motivation reflects wants; motivators are the identified rewards or incentives that sharpen the drive to satisfy these wants (Kooztz, 1988).

Motivation is internal and external factors that stimulate desire and energy in people to continually interest and committed to a job, role or subject, or to make an effort to attain a goal. "Motivation is the forces that energizes direct and sustain behavior Armstrong, (2012). Motivation is derived from a Latin word 'Movere' which literally means 'to move 'this is per Pajput (2011). The define Motivation as the individuals desire to demonstrate the behavior and reflect willingness to expand effort. Motivation was force which make individual to expand her effort so that they can move to achieve her goals.

2.2.1.1 Types of Motivation

Motivation at work can take place in two ways:

Extrinsic motivation: This is refers to what is done to and for people to motivate them. It arises when management provides such rewards as increased pay, praise or promotions (Armstrong, 2006). Extrinsic motivation is a behavior that is influenced

by external rewards. Praise or positive feedback, money, and the absence of punishment are examples of extrinsic motivation (Deci, 1980).

Intrinsic Motivation: This is derived from the content of the job. It can be described as the process of motivation by the work itself in so far as it satisfies people's needs or at least leads people's to expect that their goals will be achieved. Intrinsic motivation is self generated in that people seek the type of work that satisfies them. The factors affecting intrinsic motivation include responsibility (feeling of the work is important and having control over one's own resources, freedom to act, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement (Armstrong, 2006).

2.2.1.2 Techniques of Motivation

According to Gupta, (2005), he mentioned two main approaches to motivation as explained below:

Carrot and stick Approach to Motivation: This approach is based upon the old belief that the best way to get work from a person is to put a reward (carrot) before him or to hold out the threat of punishment (stick). Carrot is the reward for working and stick is the punishment for not working. Under carrot and stick approach, employees who perform the task well are given rewards in the form of bonus, pay raise and promotion. While employees avoiding work (showing undesired behavior) are given punishment in the form of demotion, termination from service, transfer and to an unpleasant job. Employees who adopt this approach believe that a person seeks employment because he expects to earn money with the help of which he can satisfy the needs of himself and of his family.

He knows that if he does not perform his job satisfactorily he will lose his job. Stick pushes people to engage in positive behavior or to avoid negative behavior. Carrot and stick approach is, therefore a reward and punishment system for motivating employees. Steps which may be taken to make the carrot and stick approach more effective:

- i. Reward (carrot) is more effective motivator when it is directly linked with performance. Accurate and unbiased appraisal of performance consistent (equitable) reward structure and prompt payment of reward are also helpful in improving the effect of reward.
- ii. Punishment (stick) is more effective if applied at the time when the undesirable behavior actually occurs.
- iii. Punishment should be administered with extreme care so that it does not become a reward for undesirable behavior.
- iv. Punishment should be used to modify the behavior and to force person to adopt desirable behavior, which is rewarded.
- v. The mixture of reward and punishment should be judiciously applied to reinforce desirable behavior patterns.

Motivation through Employment Enrichment: Employment enrichment is a non-financial technique of motivation. It is an outgrowth of Herzberg's two factor theory of motivation. It is based on the assumption that factors surrounding the work are not effective motivators of behavior. In order to motivate employees the employment itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. Employment enrichment is an attempt to design

employment in such a way as to build in the opportunity for achievement, recognition, responsibility and personal growth. It provides a worker greater autonomy and responsibility in carrying out a complete task and with timely feedback on his performance (Gupta, 2005).

Employment enrichment involves designing jobs with variety of work content that requires a high level of knowledge and skill. It provides a meaningful work experience and greater responsibility for planning and controlling his/her own performance. It requires decentralization of decision making authority to the worker. The task is redefined, restructured and broadened in scope and responsibility. The worker gets the freedom and discretion in scheduling his work (Gupta, 2005). Employment enrichment is said to be a key to higher motivation and productivity. It removes the labor management distinction. It creates a self-managed job where the worker himself plans and controls his tasks. It offers job satisfaction in the whole man (Gupta, 2005).

2.2.2 Performance

According to Armstrong and Baron, (2005) argue that performance is a matter not only of what people achieves, but how they achieve it. Bates and Holton (1995) suggested that performance is a multidimensional construct, the measurement of which depends on a variety of factors. Also according to Brumbach (1988) performance means ‘both behavior and results’ In other words Employee Performance is the job related activities expected of worker and how well those activities were executed.

2.2.2.1 Employment Performance

According to Daniel et al. (2002), job performance can be defined in terms of whether employees' behaviors contribute to organizational goals. Performance can be seen as an individual, group, or organizational task performance. Organizations have a vital need to understand how to improve employee's performance, and therefore they try to find an explanation as to why employees fail to perform (Muchinsky, 1993). Employee performance can be defined as an employee ability to accomplish tasks assigned to him or her in an organizational context (Arverty & Murphy, 1998).

Motowildo, et al., (1997), says that performance is behavior with an evaluative aspect. This definition is consistent with the dominant methods used to measure job performance, namely performance ratings from supervisors and peers (Newman et al., (2004). One further element of performance is that the behaviors must be relevant to the goals of the organization (Campbell, et al., 1993). There are numerous causes that affect the level of performance. Korman, (1971) considers internal determinants as very important factors that affect employment performance.

Interval determinants are divided into two main aspects. The first aspect is the skills and abilities for a given employment that the employee has. The second aspect is the role perceptions or the requirements for a employment as an influence on work performance. This means that if one perceives his/her employment role accurately, he/she would be considered as an adequate performer. Conversely, the one who does not perceive the requirements of the employment would be considered as ineffective (Korman, 1971).

In addition to the internal factors that affect employee performance, other factors that relate more to the external environment determine the adequate performance of the employees. Work conditions are an example of the external environmental factor that influences the level of performance. Another reason that influences performance can be communication. Sometimes managers fail to communicate specifically what employees need to improve and why, which can lead to decreased performance. Motivation is necessary for performance. It makes workers to perform well and put more effort to work. Motivation reduces the rate of absenteeism and encourages stability/loyalty with an organization. Its make people to adapt to organizational changes (Saleemi, 1997).

2.2.2.2 Determinants of Employment Performance

Employment performance is a critical antecedent of performance management. A employment consists of a number of interrelated tasks, duties, and responsibilities which a employment holder needs to carry out, whereas performance is a behavior or action that is relevant for the organization's goals and that can be measured in terms of the level of proficiency or contribution to goals that is represented by a particular or set of actions (John Campbell, 1988). This implies that employment performance involves certain functional as well as behavioral competencies.

The factors tend to impact employment performance are as follows:

Knowledge: Knowledge is the acquaintance with facts, truth or principles, as from study or investigation. Knowledge provides a tool to an employee to carry out tasks and activities in the organizational context. However, knowledge can be categorized as either declarative knowledge which is concerned with what an employee knows,

or procedural knowledge that refers to what an employee can do (Kohli, 2008),

Motivation of the employees: A mere possession of knowledge or the ability to perform a given job cannot guarantee job performance, if the employee lacks the motivation to perform. Only motivated employees were made a concerted effort to perform. Individual employees may be motivated either based on individual factors like recognition and driving needs, or organizational factors for example enabling culture, feedback environment, existence of effective performance management leadership's support and encouragement (Kohli, 2008).

Feedback: Employees tend to perform well at their jobs if they are provided with feedback that is meaningful and constructive. Such feedback helps employees identify areas of improvement and they tend to work harder to overcome the performance gaps. Existence of feedback oriented workplace environment is crucial to improve performance of employees on an ongoing basis (Kohli 2008).

Leadership: Leadership has a profound influence on the employee's morale and motivation and organizational culture. Many times, top leaders had to leave their organizations, not because they did not have the job knowledge or skills, but failure to set right the organizational culture. Effective leaders tend to solicit employees involvement in steering their organization forward. They encourage suggestion, trust them, encourage taking risk and elicit full mental participation of their employees in improving organizational performance (Kohli, 2008).

Personality: Personality is the key dimension of behavior, and behavior is a foundation performance of employees. However, personality is shaped by various

endogenous and exogenous factors. Indeed, personality influences the behavior and impacts employees' job performance (Kohli, 2008).

2.3 Theoretical Literature Reviews

This part focused on various theories effect of employee motivation in relation to employee performance.

2.3.1 The Hierarchy of Need Theory

Maslow hierarchy of need as a theory in psychology proposed by Abraham Maslow in his 1954 book motivation and personality. Maslow hierarchy of need is often portrayed in a shape of pyramid (Maslow, 1954) with the largest and most fundamental level of needs at the bottom, and the need for self actualization at the top. In ascending order, beginning with the most basic need, the needs are psychological, safety, social, esteem and self actualization needs. According to Maslow, people are motivated to satisfy the lower needs before they try to satisfy the higher need.

Psychological Need: Psychological needs are literal requirements for human survival. Air, food and water are metabolic requirements for survival for all humans. An individual to satisfy these psychological needs is greater than the drive to satisfy any other type of need. These needs are satisfied through the wages and salaries paid by an organization (Maslow, 1954).

Safety Need: With their physical needs relatively satisfied, the individual's safety needs take precedence and dominate behavior. In the absence of physical safety – due to war, natural disaster, family violence, childhood abuse, etc. – people may (re)

experience post-traumatic stress disorder or trans generational trauma. In the absence of economic safety – due to economic crisis and lack of work opportunities – these safety needs manifest themselves in ways such as a preference for job security, grievance procedures for protecting the individual from unilateral authority, savings accounts, insurance policies, reasonable disability accommodations, etc. Safety and Security needs include: Personal security, financial security, Health and well-being, Safety net against accidents.

Love and Belonging: Human need to feel sense of belonging and acceptance, weather it comes from a large social group, such as clubs, office culture, professional organizations, sport teams or small connections (family members, inmate partners, mentors, confidants). They need to love and be loved by others (Maslow, 1954).

Esteem Need: According to (Maslow, 1954), all humans have a need to be respected and to have self esteem and self respect. Esteem presents the normal humans desire to be accepted and valued by others. People need to engage themselves to gain recognition and have an activity or activities that give the person a sense of contribution, to feel self valued, be it in a profession or hobby.

Self Actualization Need: (Maslow, 1954), describe that what a man can be, he must be. This form the basis of the perceived need for self actualization. Maslow describes this desire to become more and more what one is, to become everything that one is capable of becoming. One can achieve this not through promotions but by mastering his/her environment and setting and achieving goals (Maslow, 1945).

Maslow theory makes three important contributions. Firstly, he identifies important need categories which can help managers to create effective positive reinforcers. Second contribution is that, the theory is helpful to think of two general levels of needs, in which lower level needs must be satisfied before higher level needs become important. Third, Maslow sensitizes managers to the importance of personal growth and self actualization. However, Maslow theory has some problems. There is lack of hierarchical structure of needs as suggested by Maslow.

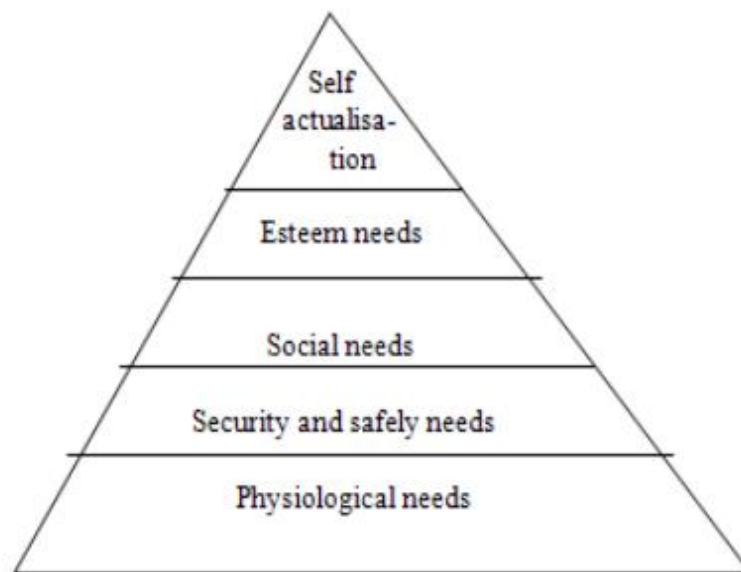


Figure 2.1: Maslow's Hierarchy of Need (Maslow (1954))

Naturally, every person has to satisfy his needs in some order. The order may not follow Maslow's need hierarchy. Some people may be deprived for their lower needs but may try for self actualizing needs. However, some people regard self esteem as more important than social needs. They had seen self-assertion as means to an end-love need. There is considerable disordering among physiological needs, safety needs, social needs and esteem needs particularly in organizational context (Rollison, et al, 1998).

2.3.2 Herzberg's Two –Factor Theory

Frederick Herzberg introduced his Two Factor Theory in 1959. Herzberg argue that, lower-order needs, or hygiene factors, are different from higher- order needs, or motivators.

Hygiene Factors: A series of hygiene factors create dissatisfaction if individual perceive them inadequate or inequitable, yet individuals will not be significantly motivated if these factors are viewed as adequate or good. Hygiene factors are extrinsic and include actors such as salary or remuneration, job security, interpersonal relations, working conditions, technical supervision and company policies and administration. Herzberg maintains that, adding more hygiene factors to the job is a very bad way to motivate because lower order needs are quickly satisfied.

Motivators: Motivator factors are based on individual's needs for personal growth. When they exist, motivator factors actively create job satisfaction. If they are effective, then can motivate an individual to achieve above – average performance and effort. These motivators are intrinsic factors such as a sense of achievement, recognition, responsibility, personal, status, growth and the work itself.

Herzberg (1954) further contends that, the core of motivator is the nature of job or task. Motivators will not be readily present unless the job itself is interesting, challenging and meaningful. Herzberg sees the solution to the motivation problem is the design of the job itself, so that motivator factors can take effect. He suggests three ways in which this could be done especially through job enrichment, job

rotation and job enlargement. This theory is relating with my study in a sense that is popular with managers. The theory gives a fair refined way of thinking satisfaction and dissatisfaction at drawing attention to all important topics of job design as a way of providing condition which are potential motivating (Rollison, et al., 1998).

This theory was selected because other previous studies such that Kikoito, (2014), Elibariki, (2016), Effect of motivation on employee's performance, Gisela, (2014), 'Effect of motivation factors on employee's Job Performance in Public primary healthcare facilities', Martina, A (2016), "employee motivation and its impact on corporate Performance in the Banking industry in Tanzania" Mohamed (2015) and other have used it in their studies, therefore this justifies the needs to use the theory. Also Nkuppuswamy, (2017), use this theory. This theory is relevant to this study because it mention two factors that affect work performance that is, intrinsic and extrinsic motivation. Therefore in this research the impact of this motivation factors would be expected to have the effect on work performance of employees which when aggregated and collectively their performance are extrapolated to institutional level measure overall organizational performance.

The Two –Factors of motivation (other known as dual –factor theory or motivation – Hygiene theory) was developed by psychologist Herzberg in the 1950's, he made the distinction between Hygiene factors and motivators factors in the working environment. Hygiene factors were thought to be environmental and presented workers from becoming dissatisfied and demotivated. Herzberg believed that however that hygiene factors did not motivate. In other word I can say that hygiene factor can lead to dissatisfaction and a lack of motivation if they are absent.

Example of hygiene factors includes salary, company policies, benefits, relationships with managers and co-workers, condition and status. These are not intrinsic part of a job, but they related to condition under which job is performed. They produce no growth in a workers output they only prevent losses in workers performance due to work relations. These maintenance factors are necessary to maintain reasonable level of satisfaction while decreases below this level were dissatisfy employees. In other word Hygiene Factors are those jobs which are essential for existence of motivation at workplace. These do not lead to positive satisfaction for long term, but if these factors are absent at the work place then they lead to dissatisfaction.

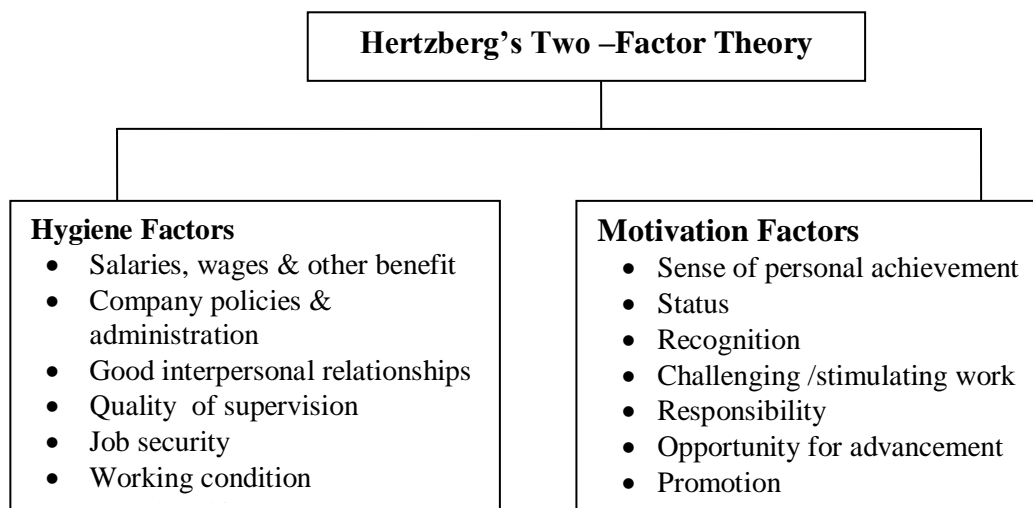


Figure 2.2: Hertzberg's Two -Factor Theory

A second set of factors were thought by Herzberg to be able to motivate individual employees. These 'motivators' includes such factors as interesting and meaningful work, achievement recognition responsibility, personal growth and advancement the lack of these factors at work would simply mean employees were not motivated . Thus an organization must be concerned with ensuring both the hygiene and motivators factors are to and adequate standards. Thus this theory applies to this

study because it is concerned with the motivation of employees through needs, and considers money and employment benefits to be hygiene factors or dissatisfies. That is, if the pay and benefits are sufficient, the employees were satisfied but not motivated.

According to the 2.2 hygiene factor such as salary, salary structure should be appropriate and reasonable. These pay or salary should be equal and competitive to those in the same industry in the same domain. Also company policies and administrative policies should not be too rigid they should be fair and clear to every employee. Fringe benefits, employees should be offered health care plans benefit for the family members and the like. In this study Herzberg's two factor theory were selected as a guiding theory because the two factors theory relate directly to intrinsic and extrinsic motivation.

2.3.3 McClelland's Achievement Theory

This is another theory of employee motivation proposed by David in his 1961 book, "The Achieving Society". David identified three basic needs that people develop and acquire from their life experiences.

Need for Achievement: People with a high need for achievement strive for success, are highly motivated to accomplish a challenging task or goal. Prefer tasks that have a reasonable chance for success, and avoid tasks that are either too easy or too difficult. There is a strong need for feedback as to achievement and progress, and a need for a sense of accomplishment. The people who have a high achievement need likes to take personal responsibility (David, 1961).

Need for Affiliation: A person who has a high need for affiliation needs harmonious relationship with people and needs to be accepted by other people. McClelland further contend that people with a strong need for affiliation are highly motivated to maintain strong and warm relationships.

Need for Power A person who has need for power wants to direct and command other people. McClelland maintains that people with high need for power enjoy roles requiring persuasion. Most managers have high need for power.

According to David McClelland (1961), individual can have a need to get ahead to attain success, and to reach objectives. He further added that, the characteristics of high achievers are like situation in which they take personal responsibility for findings solutions to problem, and they want to win based on their own efforts not due to luck or chance. High achievers want concrete feedback on their performance. They use the information to modify their act. They tend to be loners and not team players and have little empathy for others.

2.3.4 Vroom's Expectance Theory

This theory was developed in 1964 by a scholar named Vroom. The theory built on the assumption that individuals have expectations about outcome that may manifest them as a result of what they do. Another assumption is that, individuals have different preference for different outcome. Vroom (1964), suggest that individuals are motivated to perform if they have perception that their effort will result in successful performance. Furthermore, in order to be motivated individual must expect or believe that successful performance will result in desirable outcome.

In the light of Vroom (1964), three variables are involved in the motivation process.

- i. Expectancy. This is the effort a person makes to obtain a first level outcome. It is influenced by his/her expectancy that the outcome would be realized.
- ii. Instrumentality. In the light of this theory, reaching a first level outcome may in itself not mean anything to a person. It may however, be instrumental in reaching a second level outcome or reward.
- iii. Valence. This refers to the expected satisfaction that was follow an outcome rather than the immediate satisfaction it (Vroom, 1964).

The Vroom theory of employee motivation has been subjected to degrees of empirical testing. It contributes a lot to the study. There is criticism that the theory is hard to apply in a practical way (Miner, 1980).

2.3.5 Equity Theory

This theory was propounded by John Stacey Adams in 1963. In this theory, Adams, asserted that employees seek to maintain equity between the inputs and they bring to a job and the outcomes that they receive from it against the perceived inputs and incomes of others. Adams (1963), there is a belief that, people value fair treatment which causes them to be motivated so as to keep the fairness maintained within the relationship of their co-workers and the organization. The structure of equity in workplace is based on the ratio of inputs to outcomes. According to this theory, individuals are motivated to reduce perceived inequity. Anger is induced by underpayment inequity (Adams, 1963).

According to Adam (1963), inputs typically include time, effort, loyalty, hard work, commitment, ability, adaptability, flexibility, tolerance determination and enthusiasm. The typical outcomes include job security, salary, employee benefits, a sense of achievement, praise and thanks. Equity theory is straight forward. It plays a great role on explaining the importance of fairness in terms of equity at work place. For instance, employees in the organization have tendency to compare themselves what they contribute and what they are paid. However, employees working in the organization can be paid differently, and this may becomes as a means of motivator. Therefore is a critic to this theory. The theory also has important in the job design and reward system.

2.3.6 Reinforcement Theory

Behaviorist B.F. Skinner derived the Reinforcement Theory, one of the oldest theories of motivation as way to explain behavior and why we do what we do. The theory may also be known as behaviorism or operant conditioning which is still commonly taught in psychology today (Management Study Guide 2013). The theory state that, those employees' behaviors that lead to positive outcome was be repeated. And behavior that leads to negative outcomes will not be repeated. Managers should therefore positively reinforcement to yield the best results, and the reward should immediately follow performance so that so that the employees can effectively associate the reward with performance, Skinner (1974).

This theory plays a great role on relating reward to perform which is perceived to be powerful and widely used in the management approach to employees motivation at work place which is incorrect, because employees at work place are not only

motivated by money, but also with a combination of many variables based on individual, management and organizational levels.

2.4 Empirical Literature Review

This part explains various past studies in relation to the research. Hamood, (2007) conducted a study on motivation challenge for Oil and Gas Company in Oman where the purpose of study was to explore what motivates employees in the oil and gas industry. The study used sample survey design in obtaining the data and questionnaire as a data collection method. The finding revealed that the main factors that motivate employees in this company are good performance appraisal, recognition, improvements and good supervision style. This study is helpful to the current study as it gives factors that lead to employee performance which is the essence of this study which looks at effects of motivation on employee performance.

2.4.1 Empirical Studies in the World

Orpen (1997), conducted study on the effect of formal mentoring on employee work motivation, organization commitment and job performance in UK. The study revealed that mentoring can improve employees' attitude without necessarily raising their performance. The study mainly focused on the aspect of mentoring on performance. It neglected the aspect of motivation on job performance which my study intends to address.

Okan, et al. (2012) conducted a study on Universality of Factors motivating employees in Banking Sector of Northern Cyprus. Their study revealed that the most important factors motivating employees are equitable wage and promotion, extended

health benefits and working environment. Furthermore, when compared with a similar study in Finland, it is found out that the most important factor motivating employees in both countries is wage. This study shows the gap of place where it conducted in a developed country while a researcher study is focused in banking sector located in Tanzania as a less developing country.

Hakeem, (2008) conducted a research focused on the relationship between motivation and employment satisfaction on employee performance in University of Utera Malaysia. The Thesis found that job satisfaction has significance positively influence to the employee performance rather than motivation. In this study, there is a gap of time of 6 years to date. Ghaznav, (2011) conducted study on the employee motivation on employment performance. The purpose of his study was to determine the importance of employee motivation on Faysal Bank in Karachi, Pakistan. Uzma in his study found that 50% of his employees were not happy about their salary. That is to say salary was no given priority to employees, though employees were satisfied with their job security. There is a gap of financial incentives and fringe benefits.

Nkuppuswamy, (2017) “the Role of Motivation on Employee Performance in Organization: Maharaja Engineering College, Avinash, Tamilnadu, India” in their article gives the relationship between job security, equal treatment of employees, rewards, job satisfaction, management styles, team spirits and recognition by the students of the department Electronics and communication Engineering and Computer Science Engineering of Maharaja Engineering College, Avinashi Tamilnadu by using self –designed questionnaires containing 20 attributes .

The sample size was 157 so 157 questionnaire were distributed and only 40 were selected. Analysis was done using Microsoft excel and the result concluded that there is a significant positive relationship between students motivation and their career growth. Mustafa (2010) “the effect of work motivation on teacher’s work performance. The study aimed to examine the perceptions of Pekanbaru State Senior High School teachers, Riau Province; Indonesia about the effect of work motivation on teachers works performance. The study used a mixed –model approach as stated by Timple (1998) and Sahertian (2000). A questionnaire (SPSS-11.5) were used to analyze the data .the finding of the study showed that the level of teachers work motivation is medium low level with the mean=3.008 and SD=0.681.

T-testing of motivation aspect based on gender was significant correlation analysis showed that there was a significant correlation between work motivation and teachers work performance. Regression analyses showed that work motivation contributes to teachers work performance. The implication of this study found that such factor is essential to improve teacher’s performance in Pekanbaru, Riau, Indonesia. However there is the other effect that might have significant effect on teacher performance.

Vigneash, (2017). ‘effect of Motivation among the students of department of Mechanical engineering ‘This article Empirically examines the relationship between good salary ,Job satisfactions, team spirit , promotion, expectation, management styles ,recognition satisfying goals, possibilities of layoffs working hours, good working conditions, job security etc. By the student of department of Mechanical Engineering of Marahaja Engineering College, Avinash Tamilnadu. They use self –

designed questionnaire containing 20 attributes.

The sample size was 150 so 150 questionnaire were distributed. Analysis was done by using Microsoft Excel and the result concluded that there is a significant positive relationship between student's motivation and their career growth, Equal treatment of employees satisfying Goals and a feeling of being involved. Hence it may be concluded that the motivation is the very important factor in estimating the behavior of the Individuals.

2.4.2 Africa Related Studies

Gure, (2010), also researched on the impact of motivation on employee performance at Nationlink Telecom Somalia. On her thesis she found that motivation has strong positive influence on employee's performance rather than job satisfaction. Satisfaction has low significant on employees performance. However, the study concluded that motivation among support staff contributes more to the employees' performance of support employees of Nationlink Telecom Somalia. There is an industrial gap from the fact that it was conducted in Nationlink Telecom which provides telecommunication services, while the selected bank provides financial services.

Owusu (2012) conducted a study on the effects of motivation on employee performance, a case study of Ghana Commercial Bank, Kumasi Zone. The study states that motivation can be generally are looked at as being extrinsic or intrinsic for the purpose of the analyses the motivation GCB to its staff would be considered in both categories. GCB ranges of extrinsic motivating packages for it Ghana covers

periodic enhanced salaries to employees, benefit, promotions and many other. According to him intrinsic cover training and development, job satisfaction, responsibility, freedom to act, scope to use and develop skills and abilities and challenges work opportunities for the growth.

Mohamed, (2015) 'Learning Organization and employee motivation: A case study of Equity Bank, Kenya'. The study adopts a descriptive research design since the research will employ the survey study that will collect data from the employees working at Equity Bank. The study involves the use of questionnaire which involves 50 respondents and analyses of data are conducted by using SPSS. The correlation analysis was used to measure the level of significance between the two variables. Findings that feelings of being involved , job security, supervisors help on personal problems, wages discipline, promotion and career development ,good working conditions, gratitude for job well done as well as public celebration for job well done rated as important motivating factors by the respondents. Also it found that the learning organization practice had a strong influence on employee motivation with a significant positive path coefficient and therefore concluded that there is strong influence on employee motivation.

Karanja, (2012) conducted a research on the Effects of reward system on employees performance in Cooperative bank headquarter in Nairobi, Kenya. The study adopted explanatory research design. The target population was employees of Cooperative Bank of Kenya. The result from his study revealed that motivation, creativity, job satisfaction and team work had a positive and significant effect on employee performance. The gap of this study can be seen as it is focused on the effects of

rewards system on employee performance in cooperative bank in Nairobi.

Insimire, (2011) researched on the Motivations and Sales performance of employees the case of Niko Insurance Uganda. The objective of her research was to establish the relationship between employee motivation and sales performance. From her findings, it revealed that, there was various motivation techniques used by NIKO Insurance which include promotion, delegation of authority, participation in decision making, bonus and commission to good performers. It was also discovered that Niko sales performance was greatly affected by the quality of supervision, increased employee commitment, level of education, condition under which they perform their duties, the quality and management of operations and the number of hours worked.

The above study shows that, there is industrial gap from the fact that it was conducted in Niko Insurance which provides insurance services, while the selected bank provides financial services. However, non-financial rewards like job security and recognition were not given attention. Nchorbune, (2011) conducted a research on the Roles of Motivation on employee performance in university for development Studies-WA Campus. He found that motivational packages available to employees in the university were largely inadequate. Hostile environment within the university were not promoting efficient work. Since workers were found to be poorly motivated, this resulted into poor attitude towards work, lateness to work, absenteeism and indiscipline hence poor job performance.

There is a gap in this study conducted by Nchorbune because his research was of motivation and employee performance, but was done in University which is quite

different to banking sector. Opu, (2008) did a research focusing on motivation measures and improving workers performance in Kitgum district in Uganda. She found that, workers were not performing well in Kitgum district because salaries and allowances at the district were very inadequate and not able to meet people's basic needs. Team work was not there between managers and subordinates which also hindering good performance. However, intrinsic motivators such as achievement, advancement, responsibility and recognition were identified to be well expressed in the district. There is gap in this study because some incentives seem to be in place, but on the other hand some incentives were inadequate for the district to perform.

2.4.3 Tanzania Related Studies

Muhimbili University of Health and Allied Science (2012) conducted a study on the "Influences on the Motivation, performance and Job satisfaction of Primary Health Care Provider in Rural Tanzania. The aim of the study seeks to improve the quality of Maternal and Neonatal Health (MNH) provider motivation, performance and job satisfaction. The findings were that, the influences on MNH provider motivation, performance and satisfaction are shown to be complex and to span different levels. Variations in the use of term and concept pertaining to motivation are revealed, and further clarification is needed. The study however, highlights the complex and spans different levels of motivation and performance and provides suggestion for its improvement. There is an industrial gap conducted on this study because it focused on Health and allied Science while the selected Study is focused on banking sector.

Kingazi (1986) conducted a study on the Understanding of the Impact of Incentives and Motivation on Productivity at Tanzania Sisal Industry in Morogoro and Tanga

regions. He found that the problem of declining productivity has not only been caused by non-provision of incentives, but also by the nature, frequency and amount of incentives provided to workers. There is a gap in this study conducted by Kingazi because his research was of motivation, but was done in the sisal industry which is of agricultural sector of is quite different to banking sector.

Newaho, (2008) conducted a study focused on Application of Human Resource Management Initiative for Workers Motivation and Organization performance in Telecommunication sector in Tanzania. She used empirical evidence from three telecommunication companies Tanzania. Her study found that the gap between public and private has narrowed. That is to say, both public and private companies provide all the incentives such as job security, fringe benefits, and salaries benefits to motivate its workers. She also found that the difference in performance between public and private companies is not because of incentives structure but rather than the performance management system practices (strategic planning, clear organization mission, training sanction, workers job description clear compensation policy and mentoring and performance appraisal). There is an industrial gap conducted by Newaho because it focused on telecommunication services while the selected bank focusing on financial services.

Wilfred, (2011) conducted study on Non financial motivation as a strategy for improving performance of police force a case study of police force headquarter in Tanzania. He used purposive sampling to select the key informants for interview and stratified simple random was used to ensure representation of respondents from different strata. His study revealed that employees are quite positive towards the use

of monetary incentives in the work place and can be effective in motivating them and can be used to compliment monetary incentives. His findings suggest that non monetary incentives may have a high motivating power in this organization if they are valued highly by the employees and management. There is a gap in this study because it is focused on police force while the selected study is focusing in banking sector.

Mtagwa, (1990) also conducted a study on Workers Motivation in Tanzania public and private enterprises. He concluded that the problem of workers lack of motivation is caused by lack of proper identification of workers needs. Workers in private enterprises were more motivated to work than those employed in public enterprises. Amos (2013' Employees motivation and its impact on cooperate performance in banking Industry in Tanzania: a case study of CRDB bank PLC. The study was conducted at CRDB Bank in Dar es salaam which is leading Tanzania Private Commercial Bank established 1996. During his study the individual opinion were collected from CRDB Bank branches in the Dar es Salaam City Centre. The unity of analysis included employees who are working in various departments which were divided into categories that is management and other employees. Sample size 120 employees selected purposely. He use questionnaire as primary data and secondary data were obtained from different sources such as research repots and other readily available document. Also the data was analyzed by using descriptive statistical method and were presented on tables and figures.

The study examines the extent to what fair rewarding financial and non financial improves corporate performance. It was observed that wages and salaries contributed

to motivation and corporate performance. Total of 38 (31.7%) agreed that wages and salary did not contribute to employees corporate performance. Another one Orasa (2014) made a study on the effect of motivation factors on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators the study intended to be done will be different from the previous as it will be conducted in different area which is in Dar es Salaam region.

Bushiri (2014) on the impact of working environment on employee's performance using qualitative and quantitative methodology at Institute of Finance Management in Dar es salaam and came up with the following findings that there were positive relationship between working environment and employee's performance. The undertaken study will be different from the previous study as it is going to consider various factors of motivation instead of looking on single factor of working environment.

Not only that but also Masesa (2004) on his study 'factors influencing motivation of staffs in higher learning Institutions a case study is UDSM. He administered a questionnaire for data collection and they revealed that most of them are motivated by variables that are within themselves (intrinsic factors) such variables are opportunity for advancement interesting challenging work, job security work independence, individual goals, job freedom to act and personal growth.

Table 2.1: Summary of Empirical Literature Review

S/N	Author	Title	Methodology	Findings
1	Hamood (2007)	Challenge for oil and gas company in Oman	Descriptive statistical method. (sample design by using Questionnaires)	Good performance appraisal, recognition , improvement and good supervision
2	Owusu (2012)	Effect of motivation on employee performance	Qualitative and Quantitative Method(Questionnaires)	Positive relationship between motivation and employees performance
3	Nkuppusw amy (2017)	The Role of motivation on Employee performance in organization	Microsoft Excel (Sample design using questionnaire method)	Positive relationship between students motivation and their career growth
4	Mohamed (2015)	Learning organization and employee motivation	SPSS(Sample design method using Questionnaire)	There is a strong influence on employee motivation and performance.
5	Nkuppusw amy (2017)	Effect of Motivation among the student of department of mechanical engineering	Microsoft Excel(Sample design using questionnaire method)	Motivation is very important factor in estimating the behavior of individuals.
6	Mustafa (2010)	The effect of work Motivation on Teachers work performance	SPSS-11.5(Sample design using Questionnaires)	Work motivations contribute to teacher performance.
7	Amos (2013)	Employee motivation and its impact on corporate performance in banking industry in Tanzania	Descriptive Statistical method(sample design using Questionnaires)	External and internal incentives motivations are very important in employee performance.
8	Orasa (2014)		Descriptive statistical Method (sample design using questionnaire and interview)	Low motivation among health care workers.
9	Bushiri (2014)		Descriptive using qualitative and quantitative(sample design using questionnaire)	There is a positive relationship between working environment and employee performance.
10	Masesa (2004)		Descriptive statistical Method(sample design using questionnaire)	Extrinsic factors are not the main determinants in motivation of employee performance.

Source: Researcher, 2019

2.5 Importance of Motivation

Puts Human Resources into Action: Every concern requires physical, financial and human resource to accomplish the goals. It is through motivation that the human resource can be utilized by making full use of it. This can be done by building willingness in employees to work. This was helping the organization in security best possible utilization of resource. All this is per Recruiting Specialist article on ‘Importance of Employee performance.

Improves level of efficiency of employees: The level of subordinate employees does not only depend upon his qualifications and abilities and willingness has to be filled which helps in improving the level of performance of subordinates’ this result into increase of productivity, reducing cost of operations and improving overall efficiency. ‘

Leads to achievement of organizational goals: The goals of an organization can be achieved only when the following factors takes place (a) there are best possible utilization of resource (B) there is the cooperative work environment. (c) The employees are goal –directed and they act in purposive manner. (d) Goals can be achieved if Co-ordination and co-0peration takes place simultaneously which can be effectively done through motivation.

Builds friendly relationship: Motivation is an important factor which brings employees satisfaction. This can be done by keeping into mind and framing an incentives plan for benefits of employees. This could initiate the following (a) monetary and non monetary incentives (b) Promotion opportunities for employees(C) Disincentives for inefficient employees.

Leads to stability of work force: Stability of workforce is very important from the point of view of reputation and goodwill were concern. The employees can remain loyal to the organization only when they have feeling of participation of the management. The skills and efficiency of employees were always being advantages to employees. According to (Robert, 2005) manager's job is to ensure the work done through employees are satisfied and employees are self motivated toward their work rather than just being directed.

2.6 Research Gap

From the above discussion, it can be seen that much has been done on employees' motivation. Various theoretical and empirical studies have been done in the world and in Tanzania mainly exploring the impacts, challenges, contribution and influence of motivation factor on employee performance. In other words there have been a number of researches done on motivation of employees; especially on how to motivate the employee around the world and in Tanzania as a country. There is a gap on those studies attempted to look on motivation and performance of employees. This is because most of researches look on the employee motivation and performance for example Owusu, (2012) on his study "Effect of motivation on employees performance" In this study the researcher focus on relationship between motivation and employee performance he do not focus on the motivation factors which affect of the employee performance.

Amos, (2013) on her study "employee motivation and its impacts on corporate performance in banking industry in Tanzania " this researcher focus on the

importance of Internal and external incentives in employee performance , she fail to show the effect of motivation factors on employee performance or how does those i.e. internal and external incentive affect the employee performance. Not only that but also the Bushiri (2014) on his study “The Impact of working environment and employee performance” where he focus on the relation between working environment and employee performance, he failed to show effect of motivation factors which affect employee performance other than that of environment.

Furthermore Orasa, (2014) on his study “the effect on Employee job performance in public and health care facilities where the researcher focus on the effect of employee motivation which can lead to low performance in the heath care facilities , he failed to show the motivation factors which affect employees performance. So this study is therefore seeking to fill in existing gap in the literatures by study the effect of motivation factors on employee performance in Open University of Tanzania(OUT) with further intention to determine the challenges facing employees motivation practices that has not been researched before.

Kingazi, (1986) conducted a study on the Understanding of the Impact of Incentives and Motivation on Productivity at Tanzania Sisal Industry in Morogoro and Tanga regions, Mtagwa, (1990) also conducted a study on Workers Motivation in Tanzania public and private enterprises. The research revealed various findings and some of the findings are contradicting because researchers have focused on different variables, organizations and even countries. However, the question remains, why do organizations still experience motivational problems which result in decreasing the degree of organizational performance. In addition, some of the incentives motivators

seem to be in place while other incentives are missing thus the study establishes the research so as to fill the gap.

2.7 Conceptual Framework

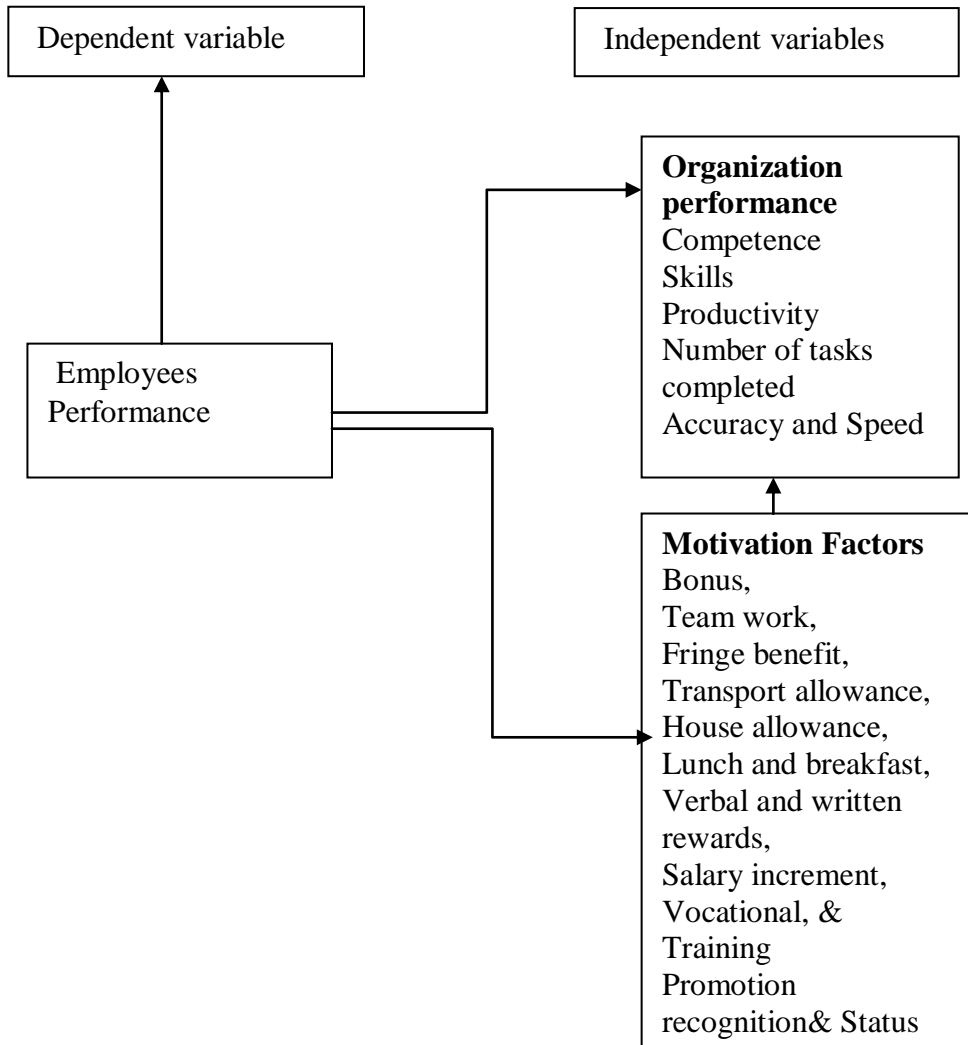


Figure 2.3: Conceptual Framework of the Study

Source: Own developed model

The figure above show the relationship between independent variable and dependent variables as well as intervening variable of the research problem. The independence variables are considered as motivation factor which include extrinsic and intrinsic factors. Extrinsic factor include salary, fringe benefits, medical benefit and transport

services while intrinsic factors include job satisfaction, career achievement, promotion, recognition and flexibility (Hertzberg 1960). Dependant Variable is employee's performance which can be measured by using quality or productivity. For example a test score could be dependant variables because it could change depending on several factors such as how much you work hard, employees' competency and the like. The intervening factor include variable such as Government policy and economic condition.

2.8 Theoretical Framework

As indicated in Figure 2.3 in the conceptual framework the two variables are interrelated and there is no way you can separate them. Dependent variables are variables that researcher was measure in order to establish change or impact created on them. From the conceptual frame work above, recognition is the most important and effective incentives for improved performance. According to (Ricks, et al., 1995) recognizing self motivated, self managed and highly productive individual was encourage and help the continuation and development of the above features in the employees which was resultant set for an example for others to follow.

However, recognition is the appreciation of performance by the organization of an act done by the team member. Recognition has two essential goals: firstly is to encourage the employees or team to repeat or continue the behavior and secondly is to encourage other employees to do the same. Praise, however should be given judiciously - it must be genuine related to real achievements. Financial; rewards, especially achievement bonuses awarded immediately after the event, are clearly symbols of recognition to which tangible benefits, and this is an important way in

which mutually reinforcing processes of financial and non financial rewards can operate, Most of the team recognition plans fall into celebrating organizational objectives habitually an event, designed to acknowledge the successful performed of important company goals. Recognition, either informal (oral) or formal (written remarks and events) has been the most effective way to strengthen required for performance within an organization. However, when recognition is acting in isolation of compensation and equity reward its frequently loses much of its appeal.

Salary increment as indicated from the figure above figure is also a factor influencing employee motivation. Once an employee salary has been increased, life's become much easier in the sense that you will be able to accomplish with the increment. Salary increment gives employees a sense of being recognized for his/her effort and so he/she will be automatically reflecting that in his or her performance. Promotion is always a dream of an employee in any organization. Some workers succeed in fulfillment of their dream whereas the others do not the reason behind this success or failure is their performance.

Heads of organization, should promote their employees grades on the basis of their performance making the right evaluation. This only provides them with satisfaction but also encourage a healthy competition among the workers benefiting the organization and making it distinguished among competitors (Ricks, et al, 1995). Job Security; if an employee is sure of his/her present job, he will be having inner peace that will restrict you from wondering and you will be able to develop more interest in the performance of the employment. Team work is used across many different organizations in order to increase performance, employee unity and company

culture. Teamwork is important due to the problem-solving synergy gained from multiple minds working on a solution. By using teamwork, team members pool their collective ideas together to generate unique ideas for dealing with problems.

However, teamwork is the backbone of effective communication within a company. When employees work as individuals or independently on projects, they may not readily share knowledge or new information. Teamwork promotes conversation between employees regarding the task at hand, possibly preventing employees from working in opposite directions. Cohesion is also an important by product of teamwork within a company. This cohesion could be the result of increased chemistry, trust or both from working on projects as a team. Moreover, when employees work together as a team within a company, every employee learns from one another. This knowledge is not limited to the personal experiences of coworkers; employees from different departments may learn information from each other regarding the limitations and possibilities of those departments.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the methods that were used in collecting data required for the study. The chapter was organized into eight sections. Section one was research design, this section shows a particular design of the research to be conducted. Section two was area of the study; this is referred to a place where research was conducted. Section three was study population which includes total population to be in research for data collection. Section four was sample size and sampling procedures, section five was data collection methods. Section was data collection tools. Section seven was reliability and validity of data and section eight was data presentation and analysis, section eight was expected result of the study.

3.2 Research Design

The research is a case study research design as it is more preferable design because research is being conducted in a particular small area. This research aimed at finding out the effect motivation of employee performance. The reasons for adopting case study was that, a case study is the comprehensive, descriptive and analysis of situation, It was flexible in respect to data collection, it saved time and money and it enabled to study deeply and thoroughly different aspect of the events.

According to Burns and Grove (2003:195) defines a research design as “a blue print for conducting study with maximum control over factors that interfere with the validity of findings”. The study was use cross-sectional design. The design entails collection of data at a single point in time. The design is suitable for descriptive

analysis and for determining the relationship between and among variables. Moreover as Bryman (2004) asserts, cross-sectional design allows the use of various research methods to gather a body of qualitative and quantitative data within a reasonable period and minimal cost. This study was a cross-sectional design because it entails to address the effects of motivational factors on employees performance at one point in time. Also the design is descriptive study but also it is cross-sectional because it was done in one point in time.

3.3 Area of the Study

This study was carried out at the Open University Tanzania which includes faculties, 330 academic staff, 278 administrative staff and 54 technical staff. OUT was selected because is one among the public university was offered Open and distance education in Tanzania. Also the institution was selected due to the fact that it attracts a good number of students about 39,000 active students from within and outside Tanzania. It is my opinion that the results of this investigation were to provide an accurate picture of the motivation of employee performance of the workers in the Open University of Tanzania and realities at the work places in the entire nation (The Open University of Tanzania, Fact and figure, 2016/2017).

3.4 Study Population

In this study, one organization was selected, that is OUT for the purpose of generating required information. The respondents were academic staffs, supporting staffs (administrative) and technician staff. Purposive sampling procedure was used to cover academician at OUT and simple random sampling procedure was employed to cover supporting staffs (administrative) and technicians in the organizations.

Purposive sampling refers to selection of only those elements of which was believed to be able to deliver required data and was used in the study because the study assume that these people are knowledgeable and have skills necessary for giving information required whereas Simple random sampling is the probability sampling where all members in the population have an equal chance of being selected and it was applied in the study because everyone in the study was expected to give required information as they are randomly selected both male and female respondents.

3.4.1 Population

The population for this research is 105; which is made up of employees include 40 administrative and 30 technician and 35 academician in HQ and all centers from each of the faculty and OUT office HQ. Due to the busy schedule of OUT managers and employees, five faculties were chosen for this research and one HRM office.

3.5 Sample Size and Sampling Procedures

A sample of 105 respondents was used in the study. Within the sample size there were key informants who were academic, administrative and technician from OUT head office (HQ) and centers. Furthermore, 105 employees include 40 administrative and 30 technicians and 35 academicians from all faculties and HRM office and department was selected randomly by simple random sampling methods. This is the process or technique of choosing a sub-group from a population to participate in the study; it is the process of selecting a number of individual for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). Sampling is the process of selecting a subset of randomized number of the members of population. For the purpose of this study random sampling will be

opted to eliminate bias. Due to this a sample of (105) respondents was used; this included academic, administrative and technical staff.

The sample sizes were also chosen using random sampling. In all, the total numbers of respondents were chosen in order to minimize the margin of errors and to permit in-depth handling and analysis as appropriate. For the purpose of this study, a descriptive survey method was employed. The target population of this study consists of HRMO and employees in the Open University of Tanzania. The population size of this study is (105) one hundred and five which comprises of all the consolidate academic, administrative staff (supporting staff) and technician.

Table 3.1: Sample Size and Sampling

SN	Respondents	Number	Technique to B Used	Tools Used
1	Administrative	40	Purposive Sampling	Interview
2	Technicians	30	Purposive Sampling	Interview
3	Academician	35	Simple Random Sampling	Questionnaires
	Total	105		

Source: Field finding, 2019

3.6 Variables and Measurement Procedures

The variables of motivation of employee performance in Tanzania are very low it means that most of workers in organization are demoted due to the lack of motivation at any organization lead to high employees' inefficiency, turnover rate, fraud, corruption, absenteeism, lack of commitment, lack of trust and indiscipline at work (Memmot, 2012). Motivation is among crucial factors towards increasing the performance. Therefore motivation system should be designed to achieve organization goals. The government and non-governmental organization developing

special programmes for motivation employee performance, because it is important to keep the employees motivated to aid organization survival.

Therefore researcher assessed the effects of motivation to employee performance at work place by using variables i.e. dependent and independents variables. The independent variables included Job security, Skill variety, Task identity, Task significance, Autonomy, Task feedback, Recognition, Bonus, Transport allowance, House allowance, Lunch and breakfast, Verbal and written rewards, Salary increment, Vocational, promotion, recognition, Status while the independents variables included; Competence, Skills, Productivity, Number of tasks completed, Accuracy and Speed.

3.7 Methods of Data Collection

3.7.1 Primary Data

Primary data is the original data that has been collected specially for the purpose in mind. This type of data is generally afresh and collected for a first time. In this study primary data was collected by means of structured questionnaire and semi structured interview.

3.7.2 Questionnaire

Questionnaire is a set of printed or written question with a choice of answer, devised for the purpose of survey or statistical study or is the research instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. Although they are often designed for statistical analysis of the responses, this is not always the case. This method of data collection was applied to

all 70 respondents.

3.7.3 Interview

Semi structured interview was conducted to targeted population i.e. about 17 HRMO'S were interviewed and their comments were recorded. This was conducted in their offices.

3.7.4 Secondary Data

This was done by using a secondary data whereby the researcher obtained information from library searching, articles, journals and through website searching.

3.8 Data Analysis and Presentation

Data were analyzed using Statistical Package for Social Scientific (SPSS-12.0 Version).

3.9 Data Processing and Analysis

In this study data organization and analysis included identifying and correcting errors in the data, coding the data and string them in appropriate form. Respondents general information was tested using descriptive statistic thematic analysis was used to analyze objective number 1 to 3. Also linear regression was used to analyze objective number 2.

3.9.2 Thematic Analysis

Thematic analysis approach involve reading through the transcribe texting of each interview and identify responses relevant to the main questions asked by the study.

The approach involves shortening of the text and creating categories.

3.9.2.1 Validity

Polity and Hungler, (2010) explained that validity is the extent to which the research data and methods used obtained considered precise, correct and accurate findings. The definition also reflects on questions of how well the findings reflect on the truth, reality of the main questions. There are two kinds of validity as noted by Yin, (2014) that is constructing internal and external validity. Construct validity refers to the process of establishing the correct operational measures for the studies concepts.

Internal validity refers to the extent to which a researcher can prove that only the independent variable cause the dependent variable, it look at the approximate truth about inferences regarding cause effect or causal relationships. Internal validity was not ensuring because the study was not test any hypothesis. External validity is the validity of generalized (causal) inferences in scientific research, usually based on experiments as experimental validity. In other words, it is the extent to which the results of a study can be generalized to other situations and to other people. Test and retest approach was applied.

3.9.2.2 Reliability

This refers to the fact that a measurement can be reproducing with similar results and therefore variations in the results entirely depend on the variations in the measured area and not in the instrument of measurement. Reliability is one of the measuring instrument it provides consistent results. It refers to the consistency of a measure. A test is considered reliable if we get the same result frequently. This means one each

time when the test is administered to the subject, the results should be approximately the same. Reliability for the entire questionnaire was checked and cronbach's alpha was used to prove whether the findings were reliable or not.

As used by Shaban (2008), the rule of thumb that applies to most situations is $0.9 \leq \alpha \leq 1.0$ excellent, $0.8 \leq \alpha < 0.9$ good, $0.7 \leq \alpha < 0.8$ acceptable, $0.6 \leq \alpha < 0.7$ questionable, $0.5 \leq \alpha < 0.6$ poor and $0.0 \leq \alpha < 0.5$ unacceptable. As shown in the table below, the cronbach's coefficient alpha for the entire questionnaire is .987 while the Cronbach's Alpha Based on Standardized Items is .989 for 23 items. This indicates an excellent reliability of the entire questionnaire.

Table 3.2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standarized Items	No. of Items
.887	.896	23

Source: Field Data, 2019

3.10 Ethical Consideration

Ethical considerations in research are critical. Ethics are the norms or standards for conduct that distinguish between right and wrong. They help to determine the difference between acceptable and unacceptable behaviors. Why are ethical considerations so important in research? First, ethical standards prevent against the fabrication or falsifying of data and therefore, promote the pursuit of knowledge and truth which is the primary goal of research. Ethical behavior is also critical for collaborative work because it encourages an environment of trust, accountability, and mutual respect among researchers.

This is especially important when considering issues related to data sharing, co-authorship, copyright guidelines, confidentiality, and many other issues. Researchers must also adhere to ethical standards in order for the public to support and believe in the research. The public wants to be assured that researchers followed the appropriate guidelines for issues such as human rights, animal welfare, compliance with the law, conflicts of interest, safety, health standards and so on. The handling of these ethical issues greatly impact the integrity of the research project and can affect whether or not the project receives funding, Burgess, R. G. (2010).

Because ethical considerations are so important in research, many professional associations and agencies have adopted codes and policies that outline ethical behavior and guide researchers. These codes address issues such as honesty, objectivity, respect for intellectual property, social responsibility, confidentiality, non-discrimination and many others. These codes and policies provide basic guidelines, but researchers were still being faced with additional issues that are not specifically addressed and this was requiring decision making on the part of the researcher in order to avoid misconduct. The resources on this page address many of those issues and the case studies used in these resources provide excellent examples of these types of issues, Porter, (2013).

One of the most important ethical considerations in research is the use of human subjects. To address these considerations, most institutions and organizations have developed an Institutional Review Board (IRB). An IRB is a panel of people who help to ensure the safety of human subjects in research and who assist in making sure

that human rights are not violated. They review the research methodology in grant proposals to assure that ethical practices are being utilized. The use of an IRB also helps to protect the institution and the researchers against potential legal implications from any behavior that may be deemed unethical, Porter, J. E. (2013). Examples of some of these issues include voluntary participation and informed consent. These principles are followed to guarantee that all human subjects are choosing to participate of their own free will and that they have been fully informed regarding the procedures of the research project and any potential risks. Ethical standards also protect the confidentiality and anonymity of the subjects, Porter, (2013).

Ethical issues needed to be considered throughout the research process. In a chapter on ethical issues related to interviewing, Kvale, (2015) outlines the ethical considerations during the seven stages of the research process, designing, interview situation, transcription, analysis, verification and report. In this research, researcher took into consideration the following; to be honesty, objectivity, integrity, carefulness, openness, and respect for intellectual property, confidentiality, respect for colleagues and legality in order to take care of ethical issues.

CHAPTER FOUR

FINDINGS, ANALYSIS AND DISCUSSION

4.1 Introduction

This chapter presents finding from the study, analysis and interprets the findings from data collected from the field. The findings were obtained from the questionnaire, interviews with different group of the respondents, semi structured and structured interview. This chapter aimed was to presenting, analyzing and discussing the findings. The aim of this study was to examine the Effect of Motivation Factors on Employee Performance at The Open University of Tanzania.

The analysis was dividing according the three specific research objectives. The objective number one was to identify the types of motivation that OUT employees is receiving from their employer and also possible measure to address source of the problems this is one of the causes of Employee Performance at the Open University of Tanzania and secondly, to determine whether there is significant relationship between motivation factors and employees performance at OUT, the extent of the implementation of motivation among the OUT employees.

Moreover the thirdly objective was to identify challenges that affects the performance of OUT employees also the implementation strategies employed under motivation towards reduce outcome among the OUT employees. However these background characteristics of respondents are firstly presented to provide a clear picture of the nature of the people that participate in the study and other issue from in –depth interviewees are given at last.

Categories of Respondents and Respondent Rate: There were general category of respondents namely employees of the OUT, 100 questionnaires were sent to OUT and only 70 questionnaires were returned complete and usable. This represents 70% responses rate of 70% which is slightly above the industry Standard of 40-61%. (Mugenda and Mugenda, 2003).

Characteristics of Respondent: The study took into account respondents general characteristics and information in the study researcher consider respondents in term of Age, Gender, Educational level to draw understanding of the Effects of Motivation Factors on Employees Performance (Including Salaries, recognition, job security , good interpersonal relationship) at the OUT.

4.2 Demographic and Social Economic Characteristics of Respondents

4.2.1 Age of Respondents

Respondent's age: Table 4.1 indicate that 55.7% of respondent are above 45 years. These results generally imply that majority of OUT employees. Next 32.9% are 41-45 years these show that OUT have young and energetic employees and 11.4% are below 26-40 years this indicates also OUT have young and energetic employees.

Table 4.1: Age of Respondents

Categories	Frequency	Percents	Cumulative Percents
Above 45 years	39	55.7	55.7
Between 41-45 years	23	32.9	32.9
26-40 years	8	11.4	11.4
Total	70	100	100

Source: Field findings (2018)

Table 4.1 indicates that 45.7% of respondent are male and 54.3 % are Female. These results suggest that the sample is reasonably representative.

4.2.2 Gender of Respondents

The study was concerned to use sex in order to get information from both sexes because both sexes have an equal chance of being employees. The result showed that the majority of respondents were 54.3% which are females and 45.7% were men. This depicts that majority of people who employee at OUT are females who have habit of get employment compared to man. The study revealed that women are more emotionally motivated at work. Consistent support and encouragement for a job done successfully drives women into higher levels of productivity. Men, on the other hand, seek motivation through the success itself, and the power they derive out of accomplishment and promotion (such as a pay raise or elevation in their ranks. In addition, respect is also important aspect of motivator in a working place. This is because a respectful environment is a pre-quisite for working in the organization.

Table 4.2: Gender of the Respondents

Categories	Frequency	Percents	Cumulative Percents
Male	32	45.7	45.7
Female	38	54.3	54.3
Total	70	100.0	100.0

Source: Field findings (2018)

4.2.3 Marital Status

The study was involved to know the marital status of respondents and the majority of respondents were married. Married people has a great focus on the increased pay and therefore are motivated to work when are getting satisfactory pay. This is because

most of the married people have families and dependents that are depending on them. In case of OUT regardless of once marital status, everyone is performing his/her duty accordingly. In today's life everyone is focusing on good pay whether you're single or married. Therefore, the study showed that majority of respondents were married and comprised of 44% respondents, single respondents were 36% divorced respondents were 9% and widowed respondents were 11% as presented in Figure 4.1.

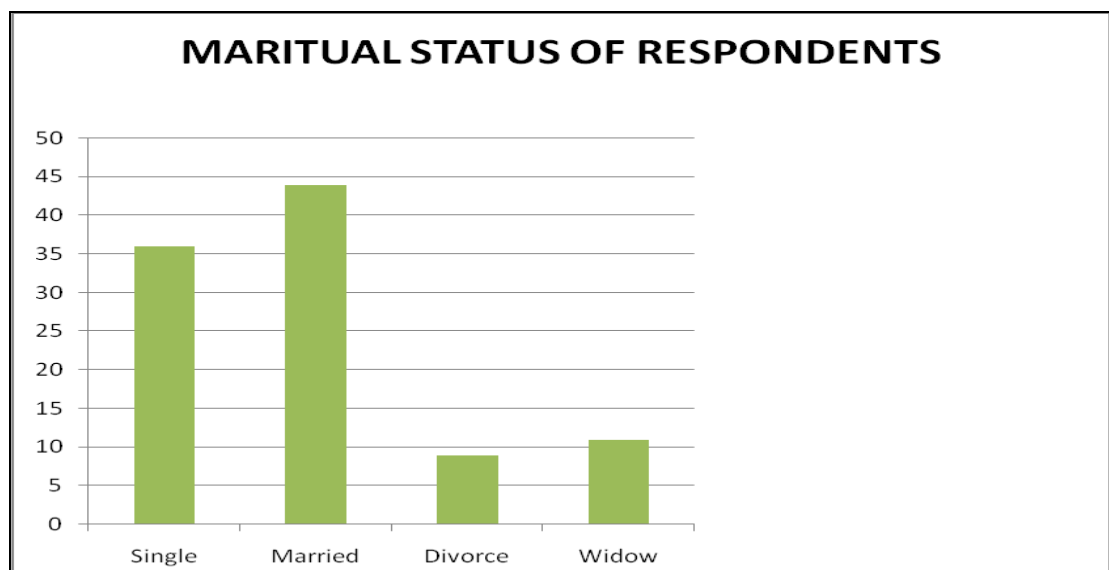


Figure 4.1: Marital Status

Source: Study Finding

4.2.4 Level of Education

The study was concerned in using level of education because motivation of employee performance is linked to higher standard of living. Educations also influence the motivation of employees performance. Majority of the employees were skilled. Table 4.3 shows that 35.7% of respondents have PhD level of education, 35.7% have Master Degree level of education, 21.4% have degree level of education, 4.3% have diploma level and 2.9% have certificate level of education.

Table 4.3: Respondent Level of Education

Categories	Frequency	Percents	Cumulative Percents
PhD	25	35.7	35.7
Master Degree	25	35.7	35.7
Degree	15	21.4	21.4
Diploma	3	4.3	4.3
Certificates	2	2.9	2.9
Total	70	100	100

Source: Field Finding (2018)

4.3 Research Objectives

This study has three objectives. The result of each objectives are presented in the following sub section.

4.3.1 Research Objective 1: To Identify the type of Motivation that OUT Employees is receiving from their Employer

Table 4.4 shows that 25% of respondents indicates that salary is one of the motivation or rewards offered by OUT, 30% indicates promotion , 14.3% indicates house benefit, 8.6 % indicates recategorization, 14.3% carrier achievement and 5.7% recognition. This result suggests that the majority of employees 30% consider promotion as the most motivation followed by salary and then other motivation or rewards. This is because Salary is the amount that an employee gets every month regardless of the effort and time put in while is performance based motivation.

Table 4.4: Types of Motivation that OUT Employees Receiving from their Employer

Categories	Frequency	Percents	Cumulative Percents
Salary	19	25	25
Promotion	21	30	30
House benefits	10	14.3	14.3
Recategorization	6	8.6	
Carrier Achievement	10	14.3	14.3
Recognition	4	5.7	5.7
Total	70	100	100

Source: Field Findings (2018)

4.3.1.1 Importance of Motivation strategies offered by OUT

Table 4.5 shows that 7.1 % of respondent disagree that the motivation increases organization performance, 35.7.4 % agree and 57.1% strongly agree that Motivation increase organization productivity. According to these results majority strongly agreed that the Motivation increase organization performance. This is true because when you motivate your employees they use their effort, skills and knowledge to make sure that productivity increase because they are motivation otherwise lack of motivation led to poor productivity in the organization because people will lose morale to perform their duties.

Table 4.5: Motivation Increase Organization Productivity

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	0	0	0
Neither agree nor disagree	5	7.1	7.1
Agree	25	35.1	57.1
Strongly agree	40	57.1	57.1
Total	70	100	100

Source: Field Findings (2019)

Table 4.6 shows that 2.9 % of respondents strongly disagree that motivation help to build friendship in among employees, 2.9% disagree, 21.4 % neither agree m disagree, 24.3 % strongly agree and 51.4% agree that motivation help to build friendship in among employees. These results show that the high percents of employees' agree that motivation help to build friendship among employees. This is because employees will work as a team to accomplish their goals and this will be done when all employees are motivated and satisfied.

Table 4.6: Motivation Help to Build Friendship in Among Employees

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	2	2.9	2.9
Disagree	15	21.4	21.4
Strong Agree	36	51.4	51.4
Neither agree nor disagree	17	24.3	24.3
Total	70	100	100

Table 4.7 shows that 0% of respondent or no respondent who strongly disagree that motivation puts HR into action, 2.8% disagree, 5.7% neither agree nor disagree, 45.7% agree and 44.3% strongly agree that motivation put HR into action. This is because HR when motivated will do they work without bias and hence all will get what he/she own to receive.

Table 4.7: Motivation Puts HR into Action

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	2	2.8	2.8
Neither agree nor disagree	4	5.7	5.7
Strongly agree	32	44.3	44.3
Agree	32	45.7	45.7
Total	70	100	100

Source: Field Findings (2018)

Table 4.8 shows that 58.6% of the respondents agree, 41.4% strongly agree that motivation lead to achieve organizational goals, while no one strongly disagree. These results 58.6% indicate that majority of respondent agreed that motivation lead to achieve organization goals. This is because if you motivate your employees they will make sure that he/she work hard to perform well which will lead to high productivity and hence organization will achieve their goals.

Table 4.8: Motivation Leads to Achieve Organizational Goals

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	0	0	0
Neither agree nor disagree	0	0	0
Strongly agree	29	41.4	41.4
Agree	41	58.6	58.6
Total	70	100	100

Source: Field Findings (2018)

Table 4.9 shows that 60% of respondents agree that motivation improves level of efficient of Employee and 40% of respondents strongly agree. This is because motivation make employees mind to be settled so that increase performance and efficient as well.

Table 4.9: Motivation Improves Level of Efficient of Employee

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	0	0	0
Neither agree nor disagree	0	0	0
Strongly agree	42	60	60
Agree	28	40	40
Total	70	100	100

Source: Field Finding (2018)

Table 4.10 shows that 51.4% of respondents agree, and 48.6% strongly agree that motivation leads to stability of work force. According to these results majority of respondents agree that motivation leads to stability of work force. This is because motivation reduce turnover rate and employees' are satisfied with what he /she receive from his /her employer.

Table 4.10: Motivation Reduce Rate of Turnover

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	0	0	0
Neither agree nor disagree	0	0	0
Strongly agree	34	48.6	48.6
Agree	36	51.4	51.4
Total	70	100	100

Source: Field Finding (2018)

4.4 Research Objective 2: To Determine Whether there is Significant Relationship between Motivation Factors and Employees Performance at OUT

Table 4.11 shows factors affecting employee performance whereby 20% of respondents are neutral they neither agree nor disagree, 42.9% agree and 37.1% strongly agree. According to these result majorities agree that shortage of resource affect employee performance hence demoralize the employee to perform their work efficiently. This observation was summed by a comment from interviewee. “Shortage of resources affects employee performance. This is because if resources are not enough it means employee will perform his duties in a hard situation, so the performance automatically will be poor.”

So what is needed here is OUT management to make sure that there is enough resource which will help employees’ in performing their daily activity and this will led raise productivity.

Table 4.11: Employees Views on Shortage of Resource as Factor Affecting Employees’ Performance

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	0	0	0
Neither agree nor disagree	14	20	20
Strongly agree	26	37.1	37.1
Agree	30	42.9	42.9
Total	70	100	100

Source: field findings (2018)

Figure 4.12 shows that 37.1 % of respondents neither agree nor disagree, 57.7% agree and 5.7% are strongly agree that lack of management willingness affect employees’ performance. This result indicates that majorities of respondents agreed

that lack of management willingness affects employee's performance. This is because if Management is not willing to motivate or to help his employee it may result to employee's poor performance as they lose morale.

Table 4.12: Lack of Management Willingness Affect Employees Performance

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	0	0	0
Neither agree nor disagree	26	37.1	37.1
Strongly agree	4	5.7	5.7
Agree	40	57.7	57.7
Total	70	100	100

Source: Field Finding (2018)

Table 4.13 shows that 5.7% of respondent disagree, 32.9 % neither agree nor disagree, 40% agree, 7.1% strongly agree. These results indicate that majorities of respondents neither agree nor disagree that Poor organization policy is the factor affect employee performance. While the 54.3% agree that the organization policies affect employee performance. It is true that if there is a poor organizational policy there is a poor performance because there are no policies which will guide the employees while performing their work.

Table 4.13: Poor Organization Policy Affects Employees' Performance

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	0	0	0
Disagree	4	5.7	5.7
Neither agree nor disagree	23	32.9	32.9
Strongly agree	5	7.1	7.1
Agree	38	54.3	54.3
Total	70	100	100

Source: Field findings (2018)

Table 4.14 shows that 1.4% of respondent strongly disagree, 41.4 % neither agree nor disagree, 38.6% agree and 18.6 strongly agree. These results indicate that majorities of respondent neither agree nor disagree that poor autonomy affects employees' performance, while 38.6% of the respondent agree. This result is summed up by the respond from the interviewees who say 'Poor autonomy affects performance because the employer can take control to his organization for his own benefit. So one side loose and hence demoralize which will lead to poor performance.

Table 4.14: Poor Autonomy Affects Performance

Categories	Frequency	Percents	Cumulative percents
Strongly disagree	1	1.4	1.4
Disagree	0	0	0
Neither agree nor disagree	29	41.4	32.9
Strongly agree	13	18.6	18.6
Agree	27	38.6	38.6
Total	70	100	100

Source: Field findings (2018)

Respondents also specify that there are other factors which affect employee's performance:

- i. Lack of employees and employer commitment in performing their duties and responsibilities.
- ii. Poor retention scheme
- iii. Lack of Recognition between Academic staff and supporting staff.
- iv. Organization policy should be reviewed to cope with the current situation.

4.5 Research objective 3: To Identify the Challenges that Affects the Performance of OUT Employees

Figure 4.2 shows that 32.9% indicate that shortage of resources are among of the factor affecting employees performance at OUT, 50% indicate that lack of management willingness, 11.4% organization Policy and 5.7% poor autonomy.

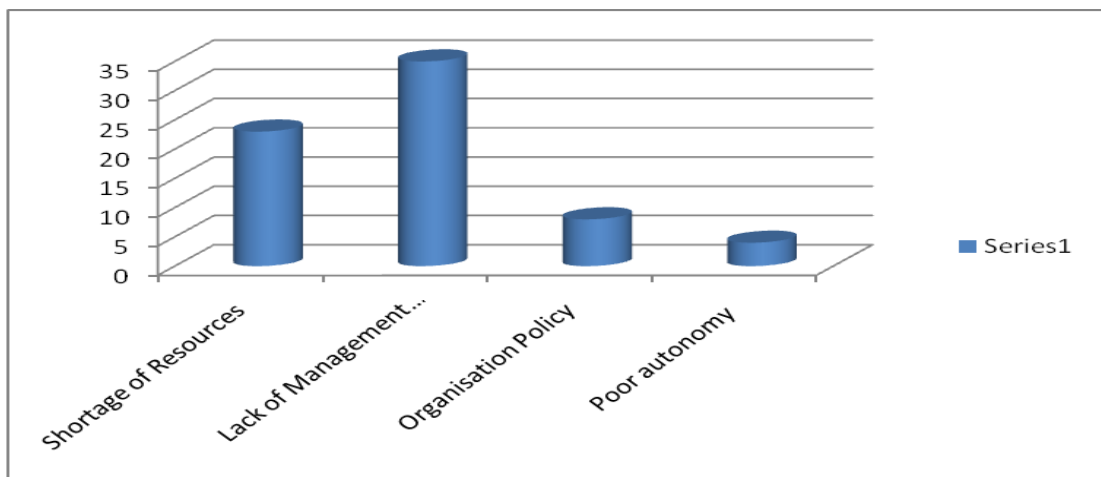


Figure 4.2: Challenges that Affect the Performance of OUT Employees

Other Factors Limiting Employee's Performance in OUT Organization

Most respondents listed the following factors as other factors limiting employees' performance as follows:

- i) Poor Organization Policy
- ii) Poor relationship between leadership and employees'
- iii) Poor organizational Culture on employees motivational matters.
- iv) Poor working environment such as lack of necessary working facilities.
- v) Poor economy
- vi) Lack of HR'S Officer Commitment from management to provide data of staff in Lawson system on times which enable them to promote staff on time.
- vii) Lack of management willingness especially HRM Office.

- viii) No clear guideline for staff relation at work
- ix) Delay of staff promotion
- x) Fear of immediate boss to the top management.

What to do to overcome those mentioned challenges above

The respondent's shows explain that to overcome those challenges there is a need to reform incentive policy

- (a) The organization policy should be reviewed to cope with the current situation.
- (b) There is a need of employer to be fair to all employees regardless of their educational background.
- (c) HRM Office needs to take their responsibilities on time and fulfill them.
- (d) The responsible department should strategize as treat this aspect as a core issue in improving staff performance.
- (e) Management should be close with employees to build their relationship in organization
- (f) HR policy should be reviewed
- (g) The Management should recognize the employees when performing well his work.
- (h) There is a need to HRS' Office to improve promotion process for the eligible staff.

4.6 Influence of Salary Increment for Improving Employees Performance at the Open University of Tanzania

The study was involved in examining how salary increment influences the employee performance because salary increment is a great motivator for employees' job

performance as well as instrumental in satisfying a number of the most pressing needs. Salary increment motivates employees to work harder, improves staffing and employee retention. Salary increment is significant not only because of what they can buy but also as a tangible method of recognizing their worth, thus improving their self esteem and gaining the esteem of others.

Furthermore, salary increment helps to inspire employees to push themselves to perform better. When employees of OUT were asked to comment if salary increment influences them to performance the majority of them which is 75% agreed salary increment influences employee performance. Few respondents which are 25% did not agree that salary increment influences employee performance in OUT. Therefore employees who did not agree suggested that salary increment alone cannot have positive effects on employee performance unless it comes along with other motivational packages like promotion, recognition and internal treatment of employee should be treated equally.

Table 4.15: Influence of Salary Increments for Improving Employees Performance at the Open University of Tanzania

Response	Frequency	Percentage
Yes	68	75
No	37	25
Total	105	100

Source: Field Finding (2018)

4.7 Motivational Factors for Employees of the Open University of Tanzania

The study was involved to know the motivational factors for employees in OUT because motivational factor has influence on the performance of employee in a sense that once these factors are provided to them, employees were satisfied, committed,

and be loyal to the OUT organization. This was result in providing good services to students/customers and hence OUT organization in general. The study showed that 40% of respondents said that salary increment is a great motivator for employees of OUT and also a most important put together by ranking order.

However, 26% of respondents said that promotion is a motivational factor to employees in OUT hence it is a second most preferred factors for employees of OUT. Furthermore 21% of respondents said that recognition is motivational factors to employees of OUT and it is a third factors preferred by the employees. The study further showed that 9% of respondents said that fringe benefit is motivational factors to employees and fourth factor in order of priority. 4% of respondents said that employees housing allowance scheme is a motivational factors to employees of OUT and it is a fifth factors in order of give priority. However, when a researcher asked the respondents on how they benefit from motivational factors most of respondents said that they yearly benefits from the above factors and other motivational factors were not found in the OUT organization.

Table 4.16: Motivational Factors for Employees of OUT

Motivation Factors	Frequency	Percentages
Salary Increment	36	40
Recognition	19	21
Employee Housing Allowance	12	4
Fringe Benefit	1	9
Promotion	24	26
Total	105	100

Source: Field Finding (2018)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter was intending to summarize the main findings, state whether have been met and draw conclusion. Hence this chapter presents a summary of conclusions and recommendations of the study. It is hoped that the recommendations presented here was contribute in making policies geared towards addressing Effect of Motivation factors on Employees Performance at The Open University of Tanzania. These recommendations have been drafted to contribute and to eliminate of the problems of motivation employees performance among people with OUT.

5.2 Summary

The study aimed to Effect of Motivation the factors on Employees Performance which hinder implementation of motivation in order to increase performance and to reduce outcome among the people with OUT. Particularly the study wanted to achieve the following specific objectives. Firstly, to identify the types of motivation that OUT employees is receiving from their employer. Secondly, to determine whether there is significant relationship between motivation factors and employees performance at OUT. The implementation strategies employed under OUT policy and scheme of services towards increase motivation performance in order to reduce outcome among people with OUT employees. Thirdly, to identify challenges that affects the performance of OUT employees is among factors hinder implementation of motivation performance among people with OUT. Fourthly, to come out with measures to improve the motivation performance situation of people with OUT.

5.2.1 Motivation Factors Hinder Employees Performance at the Open University of Tanzania

By use of descriptive analysis the study noted that motivation factors that hinder employee's performance among the OUT employees according to the policy of main concern were lack of implementation from employer and inadequate education of employees. These two were found to be very high hindering factors followed by employer attitude towards employees which was also reported to be high hindering factors.

5.2.2 Motivation that the Open University of Tanzania Employees is Receiving from their Employer

The research indicated that the OUT the motivation that OUT employees is receiving is Promotion, Salary, house benefits, carrier Achievement, recategorization, and recognition. The employees are somehow satisfied with these motivations. However the employees show that the need to be recognized when they perform well in their daily activities.

5.2.2 The Significant Factors Access Relationship between Motivation and Employees Performance at the Open University of Tanzania

It was found that according to classify of the priority of significant factors that access the relationship between motivation and employees performance among people with OUT. This was rated highest and interpreted as the most significant factor also it was one of the factors of motivation performance which was reported to have significant power in preventing motivation working rights of OUT Employees performance. Other factors were increase lack of support from employers and

limited chance of motivation of employees, lack of meaningful jobs and inadequate infrastructure of working place effect motivation performance.

5.2.3 The Challenges that Affects the Performance of OUT Employees

The research indicated that the following as the challenges affecting the performance of OUT employees as Poor Organization Policy, Poor relationship between leadership and employees', Poor organizational Culture on employees motivational matters, Poor working environment such as lack of necessary working facilities, Poor economy, lack of management willingness, poor autonomy , lack of HR'S Commitments while performing their work . due to the respondent feedback it seems that there are so many challenges that they face while performing their job .Where they tried to indicated the way to overcome it as by having good policy, good autonomy, by improving working environment, by reviewing HR'S policy and the like.

5.3 Conclusion

The importance of motivation factors on day to day performance of employee's duties cannot be over emphasized especially when it comes to being motivated for job done. Human performance of any sort is improved by increased motivation. From the result of this study, it can be concluded that the OUT motivation system matters a lot and should be a concerns of the Employer and employees. The results of this study indicated that employees place a great value on different motivation given to them by the employer. And the current motivation system at Out is not sufficient enough to consistently motive employees.

The studies also found that when, both financial and non financial motivation are present at workplace, employees are motivated and their performance is improved and those efforts are reflected in the overall organization performance. In absence of adequate motivation, employees tend to express their displeasure through poor performance and non-committed to their works. The study further highlighted that appropriate and consistent motivation to work harder but also improves overall organization performance.

In brief, the study has demonstrated that both intrinsic and extrinsic motivation affect employees and organization performance in OUT. The study agrees with previous study by Aktar, Sachu& Ali (2012) who found that each factor within both extrinsic and intrinsic was highly significant factor which affect employees' performance in commercial bank of Bangladesh.

5.4 Recommendation

The study has given the following recommendations to the OUT employers in order to help OUT employees enjoying unbiased employment at OUT.

5.4.1 Stakeholders

This study uncovered some areas of concern that require attentions of various stakeholders in Education Institutions. Next are recommendations to address those concerns. The research revealed that the present extrinsic motivation (salary, promotions) offered to employees of OUT was low and employees are not satisfied. This led to low employees motivation and employees turnover.

5.4.2 HRM Department

HRM department with senior management should work together to revise the current motivation strategies' found in OUT and also HR Policy should be revised so that they can cope with the current situation. This were not only motivate employees nut also increase employees performance and was helping to reduce turnover rate. The research revealed that recognition is very important to the employees for a good job done. This increase employees performance and also organization productivity.

5.5 Suggested Areas for Future Research

This research examine the Effect of Motivation Factors on Employees performance at OUT. There is the high need for conducting same study in other educational institution in Tanzania on variety of situation before generalization.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

My name is SiahMachenje, currently pursuing Master of human resource management (MHRM) at the OUT. Currently, I am conducting a study on effect of motivation factors on employee performance. To make this study successfully I am kindly asking you to spare some few minutes to complete this survey. Your response is very important. Please answer all questions. The information rendered in this questionnaire will be treated with the utmost confidentiality, and solely for academic purpose.

Please Circle the correct answer.

1. Age in Years.

- (a) Below 25.
- (b) Between 26-40.
- (c) Between 40-45.
- (d) Above 45

2. Sex

- (a) Male.
- (b) Female.

3. Marital status

- (i) Single
- (ii) Married
- (iii) Divorced
- (iv) Widow

(v) Widower

4. Your level of education.

(a) Secondary Education.

(b) Certificate.

(c) Diploma.

(d) Degree.

(e) Master.

(f) PhD.

5. Your position at OUT.

(a) Office assistant.

(b) Records Management Assistant

(c) Administrator Officer.

(d) Human Resource Officer.

(e) Receptionist.

(f) Marketing Officer.

(g) Accountant.

(h) Academician.

6. Please circle the most relevant response based on your understanding. What kind of motivation strategy is offered by OUT?

i) Salary 1 2 3 4 5.

ii) Extra duties incentives 1 2 3 4 5.

iii) Career Achievement 1 2 3 4 5.

iv) Promotion 1 2 3 4 5.

- v) Recategorization 1 2 3 4 5.
- vi) Recognition 1 2 3 4 5.
- vii) House Benefit 1 2 3 4 5.
- viii) Transport Benefit 1 2 3 4 5.

7. On the scale From 1= Strong disagree 2= disagree, 3=neither agree nor disagree, 4= agree 5= strong agree. How do you rate the importance of motivation strategies offered by OUT?

S/n	I s s u e s	(1)	(2)	(3)	(4)	(5)
1	Motivation increase Organizational productivity					
2	Motivation help to build friendship in among employees					
3	Motivation puts Human Resource into action					
4	Motivation leads to achieve organizational goals					
5	Motivation improves level of efficient of employees					
6	Motivation leads to stability of work force.					

8. A) Which of the following Factors Affects employee performance in OUT?

Please circle the most relevant response based on your understanding in 5 linker points.

Scale 1= strong Disagree, 2= disagree, 3 neither agree nor disagree, 4=agree, 5 =strong agree

S/N	Motivation Factors	1	2	3	4	5
1	Shortage of Resource					
2	Lack of management willingness					
3	Organization policy					
4	P o o r a u t o n o m y					

7.B) Others

Specify.....

8. What strategies should be employed to overcome the mention above challenges?

.....

9. Employee motivation improves employee's performance

a) Agree

b) Strongly agree

c) Disagree

d) Strongly disagree

e) Neither agrees nor disagrees

10. Which of the following factors hinder employee motivation practice in OUT?

Please tick the answer representing your best level of agreement.

a) Shortage of resource

b) Lack of management willingness

c) Organization policy

d) Poor autonomy

11. Mention other factors limiting employee motivation practices in your organization

a).....

b).....

c).....

12. What strategies would be employed to overcome the mentioned challenges?

.....

.....

APPENDEIX II: Interview Guide

Interview Guide to OUT employees on the Effect of Motivation Factors On Employee Performance.

1. What are the effects of motivation factors on employee performance in your institution (OUT).
 - i)
 - ii)
 - iii)
 - iv)
 - v)

2. Do you think salary influence employees performance at the OUT? And to what Extent?

3. Please explain the motivation strategies which are used by OUT.
.....

4. Give your recommendations on the best motivation strategies to improves employees performance at OUT.
.....

5. Please mention other motivation factor other than salaries which can cause effect on employees performance at OUT.
 - A)
 - B)
 - C)
 - D)
 - E)