

**EFFECTS OF MOTIVATION ON EMPLOYEES' PERFORMANCE AT
MUHIMBILI NATIONAL HOSPITAL**

EMMANUEL JOSEPH

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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2020

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled:, *“Effects of Motivation on Employees’ Performance at Muhimbili National Hospital”* in partial fulfillment of the requirements for the Degree of Master of Human Resources Management (MHRM) of the Open University of Tanzania.

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Dr. Nasra Kara

(Supervisor)

.....

Date

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DECLARATION

I, **Emmanuel Joseph**, do hereby declare that this research paper is my own original work and it has not been presented anywhere or will not be presented to any other Institution for any award.

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Date

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DEDICATION

I would like to dedicate my research study to my late parents who in one other ways supported my study and encourage me to study hard .A lot of thanks and appreciation also goes to my late parents Joseph Shaban Msikee and Maria Ibrahim Msikee for psychological support without forgetting my kinsmen, for other support as well and this work is a product of their great support to me.

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ABSTRACT

Motivating employees in organization is one of the most important functions for organizations that want to remain viable on the market today. Main purpose of this study was to assess the effects of motivation on employees' performance at Muhimbili national hospital by specifically identifying types of motivation strategies employees are receiving from their employer and whether employees are satisfied with those motivation strategies. In the end the study examined motivation strategies that are significantly influences employee's performance. The study adopted descriptive research design. Convenience and Purposive sampling was used to determine the sample size. Data was collected using structured questionnaires that were based on the research questions and coding was done for ease of analysis through SPSS. Descriptive statistics as well Pearson correlation were used to analyze data. This study revealed a set of motivation packages included monetary and non-monetary incentives to have been given to employees but found to be unsatisfactory provided that they are aged and therefore consistency in performance not guaranteed. The study also revealed positive significant relationship between motivation and employee's performance. In the end, it was concluded that motivation factors such as job security, social interaction, recognition; career advancement, friendship, confidence and self-esteem are positively affecting employee performance. The study advocates for regular review of motivation strategies and prompts feedback by management to employees, as this will improve their performance.

Keywords: Motivation & employees performance

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LIST OF ABBREVIATIONS

IT	Information Technology
MNH	Muhimbili National Hospital
IHI	Ifakara Health Institute
WHO	World Health Organization
UiTMT	Universiti Teknologi MARA Terengganu

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Motivation can be defined as an inner force that drives individual to act towards something (Kiruja et al., 2013). Performance of employees relies not only on their actual skills but also on the level of motivation each person exhibits. Motivation is an inner drive or an external inducement to behave in some particular way, typically a way that will lead to rewards (Kiruja et al., 2013). Certo (2016) describe motivation as giving people incentives that cause them to act in desired ways. Sari (2017) describes the era of globalization as it brought many changes for companies in the world. Not only the system of production, product quality standard and increasing financial budget to promote abroad, but also the employees' motivation and satisfaction have changed as well. The motivation and satisfaction of employees are considered important for the increasing company's advantage through the employees' work performance. Motivation influences employee performance and productivity because motivated employees are more oriented towards autonomy and are more self-driven.

According to Robescu and Iancu (2016), motivating employees became today an important objective for organizations that want to remain viable on the market today. Motivation of human resources in the organization will bring extra performance to the manager that hopes to reach the organization's goals. Successful management product by motivation shows an important fact that may explain the relationship between performance and motivation. Nabi et al. (2017) affirmed existence of different factors, that's affecting performance of employees at work that included, work environment,

responsibility, promotion and recognition and appreciation for work done, salary, monetary incentives and compensation package and they ultimately concluded that Motivation other than skills, knowledge and competence is a driving factor boosting employee's performance.

Beside different motivation factors affecting employee's performance, it is commonly accepted that there are two types of motivation, namely extrinsic and intrinsic. Intrinsic motivation is that behavior which an individual produces because of the pleasant experiences associated with the behavior itself (Waiyaki, 2017). Intrinsic and extrinsic motivation showing that different incentives have a distinct impact on employee motivation whereas intrinsic motivation is concerned with rewards as the activity itself, the source of extrinsic motivation are external controlling variables as explicit rewards (Mensah et al., 2016). The researcher further describe intrinsic motivation as an individuals' need to feel competency and pride in something while extrinsic motivation is described as the performance of an activity in order to attain some separate outcome and noted that, people can be both intrinsically and extrinsically motivated(Mensah et al., 2016).

In the context of Tanzania, employees from different sectors and organizations are facing challenges that affect their daily working performance. Poor working conditions and limited motivation strategies given to them have forced most of them to move to other countries finding for greener pastures. This is evident in the WHO report of 2006 that the health work force in Tanzania is declining by over 35% between 1994/95 and 2005/2006 partially due to migration out of the country (The World Health Report, 2006). Tanzania has been training medical doctors since 1963,

but mapping surveys in 2006 revealed that only 1,339 doctors were in the country and 455 of them working in the private sector. This shows that poor working conditions and limited motivations that is offered to employees in most of the organizations is the cause of labor migration, poor employees' performance and in the end, it affects organizational performance if something is not done to prevent it.

According to Melkidezek et al. (2008) in their work, they said that apart from low salaries, lack of motivation in the workplace can also arise from several other factors, including lack of positive acknowledgment and reward for good service, punitive measures for even infrequent mistakes, and a lack of communication between management and staffs. All of these factors contribute to a general lack of work satisfaction, as well as disharmony between managers and workers. The extent to which workers at MNH are satisfied with the tasks they do and their working environment, and how these factors affect staff performance has not been empirically documented. Moreover, this study broadly examined the effects of motivation on employees' performance at Muhimbili National Hospital.

1.2 Statement of the Problem

Lawrence Muserui when interviewed by The Citizens newspaper (2016) citing major outcry by staffs at Muhimbili National Hospital that among other factors, remuneration has then become a major factor affecting performance of employees when delivering health service. Muserui highlighted that low salaries and inadequate allowance paid to employees lower their motivation to the extent that an alternative job out of Muhimbili National Hospital seemed to be better option when opportunity arise. Isangula (2012) addressed doctor's strike in Tanzania as being caused by

doctors immoral and ethical dilemma and that doctors must exhaust all possible alternatives to avoid strike if negotiations with employer fails and that strikes should only be undertaken as the last resort, however this article focused only on the service ought to be delivered by doctors and forgot to establish the strategies required to motivate them, this has created a un-ended strike and lower standard of service provided.

This idea is supported by another study by Luziga (2015) on perception of discharged patients regarding quality of health care services received at Muhimbili National Hospital where poor communication and lack of health services as a key factor of not improving patient satisfaction and it was recommended that government should provide all necessary equipments, drugs and qualified staffs. Human resources need to be treated with great care, since they are a special resource that needs to be given special managerial attention and time (Storey, 2013). Therefore, studies like these are an invaluable resource in helping organizations to identify and maximize on ways to motivate employees whilst mitigating employee turnover and under-performance (Steers and Porter, 2011).

Several studies have been done to examine the relationship between motivation and employee performance. Some of these including a work by Kiruja and Mukuru (2013), Mfinanga (2018), Sharma (2017), Paulo (2017), Nabi et al. (2017), Gillard et al. (2016), Chaudhary and Sharma (2012) but the focus of their studies were on public middle level technical training institutions in Kenya (Kiruja and Mukuru, 2013), Tanzania commission for universities (Mfinanga, 2018), students academic performance (Paulo, 2017) and on employees in Bangladesh (Nabi et al. 2017). To the

best of researchers' knowledge none of the studies has addressed issues of motivation on employee's performance. Therefore, the current study focused on examining the effects of motivation on employee's performance at Muhimbili National Hospital. The study specifically identified types of motivation strategies that Muhimbili National Hospital employees have been receiving from their employer. Also, the study assessed whether the employees are satisfied with the motivations that they have been receiving from their employers and finally, the study addressed the motivation strategies that are significantly influences employee's performance.

1.3 Research Objectives

The general objective of this study was to assess the effects of motivation on employees' performance at Muhimbili National Hospital.

1.3.1 Specific Research Objectives

- (i) Identification of types of motivation strategies that Muhimbili National Hospital employees received from their employer
- (ii) Assessment of Muhimbili National Hospital employees on satisfaction with the motivation strategies given by their employer
- (iii) Examination of motivation strategies that are significantly influencing employee's performance.

1.4 Research Questions

- (i) What types of motivation strategies Muhimbili National Hospital employees received from their employer?

- (ii) Are Muhimbili National Hospital employees satisfied with the motivation strategies given by their employer?
- (iii) Was there any significant relationship between motivation strategies and employee's performance?

1.5 Scope

The primary focus of research was to determine the effect of motivation on employees' performance at MNH. The research focused on MNH employees from four units that are doctor, nursing, specialist and supporting operations staffs. Including respondents' demographic characteristics such that age, gender and academic qualification, Questionnaires were then distributed to respondents at MNH. Being the largest and referral hospital to most of Tanzania government hospitals, it is located in Dar es Salaam region

1.6 Significance of the Study

The study intended to benefit the following;

The study will add knowledge in academic field concerning motivation and its role in employee performance. Given the fact that literature on role of motivation in employee performance in Tanzania is scant, this study can provide knowledge regarding the effects of motivation on employees' performance at MNH.

The study will be useful to workers who are working at various institutions in the country because the findings of this study could be used as a base to understand workers motivation and employee's performance.

The study at hand will benefit the Government of Tanzania and its people. The government is a sole player in planning and formulating policies in the country. The findings of study highlighted some information regarding the employees' motivation satisfaction.

The discussions and results from the study may be helpful to assist the government to structure critical analysis of the programs in a manner which will deliver a positive impact on the lives of people who most depend on this National hospital. Findings of this study are expected to help Muhimbili National Hospital Tanzania to understand the important of motivation policies that may boost employee performance.

1.7 Organization of the Dissertation

Chapter one mainly covered the introduction, highlighting the background of the study, the purpose of the study, scope and. Chapter two is going to cover the definitions of key terms used in the research paper, literature review and be able to highlight other research findings by other scholars who have done a similar research. Chapter three will present the study design, target population, sampling procedure, research instruments, validity and reliability of instruments, data collection instruments, data analysis and operation of variables. Chapter four presented the findings, analysis and interpretation of data gathered while chapter five will provide discussions of the findings. Chapter six presented conclusions and recommendations based on the results and findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Motivation

The word motivation is coined from the Latin word *motus*, a form of the verb *movere*, which means to move, influence, affect, and excite. By motivation we then mean the degree to which a person is moved or aroused to act (Rainey, 1993). In other words, motivation described as “*the goad to action*” whereas scholars expand the term to the set of psychological processes that cause the arousal, direction, and persistence of individual’s behavior toward attaining a goal (Baron, 2003). In this study motivation is defined as combination of both inner and extrinsic factors affecting behavior of employees when performing duties to competitive advantage where organizational performance is affected.

2.2 Performance

A performance is an activity done by an individual or group in the presence of and for another individual or group (Schechner, 2004). However in this study, performance in relation to employees motivation is defined as the value of the set of employee behaviors that contribute, either positively or negatively to organizational goal accomplishment while task performance are employee behaviors that are directly involved in the transformation of organizational resources into the goods or services that the organization produces (Waiyaki, 2017).

2.3 Employee Performance

Employee performance is defined as a function of ability and motivation, where ability is comprised of the skills, training and resources required for performing a task

and motivation is described as an inner force that drives individual to act towards something, moreover employee performance in institutions results in a more motivated work force that has the drive for higher productivity, quality, quantity, commitment and drive (Kiruja and Mukuru, 2013).

2.4 Theoretical Literature Review

This study guided by Maslow Hierarchy of Need theory and Hertzberg Two Factor Theories. These theories have been widely used and tested in different countries to be productively.

2.4.1 Maslow Hierarchy of Need Theory

This theory was proposed by Maslow (1943) and assumes that people are motivated by a series of five universal needs. These needs are ranked according to the order in which they influence human behavior, in hierarchical fashion. Maslow suggests that human needs can be classified into five categories and that these categories can be arranged in a hierarchy of importance. Maslow to his hierarchy of needs theory assumed that individuals' most basic needs must be met before they become motivated to achieve higher level needs. These hierarchical levels are Physiological needs, Safety, Love and Belonging, Esteem and Self Actualization.

Maslow described Physiological needs as the foremost motivator factor it does own human being basic needs this include food, shelter, having just a job or earnings, sex and other related basic needs to ensure well being. In performance related issues an individual at first will perform well at work provided that he has just been enrolled to

the job and this makes him believe that he will be in a good position to move on with life with his mind settled.

Safety is the second in hierarchical towards the most satisfaction level it thus desires an individual after physiological needs being that he will then starting thinking about permanent job position to ensure consistence in living earnings, security of himself and other resources he owns as well his position in the given community. This does affect the performance of an individual and if security need as fore are met then his motivation will be high thus boosting organizational performance.

After Physiological needs and safety has been met, an individual total motivation will then strive to ensure that, He is part of the big society and that they are taking him as one of them sharing love and other social interaction. If an individual discover that now he belongs to them and they appreciate him this triggers or affect the mindset of an individual towards his work as he feels to have achieved his goals and thus his individual contribution in organizational performance will be higher.

Esteem is another top level individual desire on the hierarchical fashion after a most of needs have been met. An individual has then started to fill like being part of the big machine, which has played a crucial role in the organization achievement and therefore desires for recognition or self-appreciation. It is in this stage, when an individual begin wanting respect from other staffs, build his confidence knowing that his contribution to the organization count as well feelings of self capability. If an individual desire for self esteem not reckoned, then it lead to drop in motivation level and therefore affecting employee's performance

Self actualization is the most desirable level of motivation in the hierarchy as at this stage an individual could have already achieved to almost everything he wanted in terms of self motivation and thus he began assessing himself on morality, his creativity, problem engagement and solving, lack of prejudice. As per Maslow (1943), at this level of individual motivation an individual would have almost achieved everything and that what he want next is to put himself in one of the very important position in an organization or having a desire to be of worth as the top person in his position and if not met it is this time when he starting contemplating on leaving the organization to fulfill his desire of self actualization or if continuing working while he is lowly motivated thus affect his performance.

In view of the importance of Maslow's theory of human needs and motivation (1943), the researcher examined it with regard to its application in the health sector and other workers concerns, at large. The satisfaction of the physiological needs is a pre-requisite for satisfaction of all other higher needs. Therefore, the researcher established the extent to which these factors are affecting employees especially those working in essential services like hospitals and alike

2.4.1.1 Criticism of Maslow's Hierarchical of Need Theory

Maslow's hierarchical of need theory despite being useful globally in different periods, it has also attracted critics. The order, in which the hierarchy is arranged, with self-actualization described as the highest need, has been criticized as being ethnocentric by Hofstede (1984). Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and intellectual needs of those raised in individualistic societies and those raised in collectivist societies. The needs and drives

of those in individualistic societies tend to be more self-centered than those in collectivist societies, focusing on improvement of the self, with self-actualization being the apex of self-improvement. In collectivist societies, the needs of acceptance and community will outweigh the needs for freedom and individuality (Cianci et al, 2003).

Kenrick et al. (2010) were of the view that placement and value of sex in the physiological needs on the pyramid categorically with food and breathing as another source of criticism. By listing sex solely from an individualistic perspective that sex is placed with other physiological needs, which must be satisfied before a person, considers "higher" levels of motivation. Kenrick et al. feels this placement of sex neglects the emotional, familial, and evolutionary implications of sex within the community, although others point out that this is true of all of the basic needs. There are also people who do not want sex, such as some asexual.

2.4.1.2 Applicability of Maslow Hierarchy of Need Theory in this Motivation Studies

Pesambili (2016), citing similarities of his findings and the Maslow's Hierarchy of Needs theory (1943), stated that, the problems that cause high turnover in Coca Cola Kwanza Company were low salaries and wages being the definitive factor and that Maslow's Hierarchy of Needs theory (1943) of which explains the physiological needs are requirements to human survival. A moment employee lack basic needs will quit the job.

Clara (2015) reiterated the need in recognition or motivation, where consumers realize that they are in need for something. Maslow theorized that people have to fulfill their

basic needs such as food, water, shelter and clothes that develop the Hierarchy of Needs model in 1940-50s USA, and the Hierarchy of needs theory remains valid today for understanding human motivation, management training, and personal development. Indeed, Maslow's ideas surrounding the Hierarchy of Needs concerning the responsibility of employers to provide a workplace environment that encourages and enables employees to fulfill their own unique potential (self-actualization) are today more relevant than ever.

According to Maslow's (1943) hierarchy of needs theory, employees' needs are placed into five level of satisfaction. Each level of employees' needs must be met in order for employees to truly commit themselves to workplace goals. Failing to meet employee's needs at any level in the hierarchy can create a lack of fulfillment in employees' professional lives, causing them to eventually try to fulfill these needs on their own, possibly by finding a new employer who provides better opportunities. Other factors, which are the causes of employee turnover, include; lack of recognition for better performing staff, insufficient salary and job stress due to heavy workloads, unclear job descriptions and lack of access to financial assistance and loans. Therefore employees' turnover is more influenced by management controllable factors, such as lack of involvement and participation in decision making, insufficient salary and benefits, limited opportunity for training and development, lack of promotions over time and lack of clarity in procedures for promotions (Mbwana, 2013).

2.4.2 Hertzberg's Two Factor Theory

This theory is actually based on Maslow's hierarchy of needs but he distinguishes needs in hygiene factors and motivators or growth factors. This theory was developed

by Herzberg (1959) and it assumed that there are two main factors affecting motivation of an individual which are pertinent to the accomplishment of work. Job satisfaction and dissatisfaction are the products of two separate factors which are motivating factors and hygiene factors respectively. The term "hygiene" is used in the medical sense that it operates to remove hazards from the environment.

The logic by Herzberg is for the type of motivation employed as one size fit all may not be of benefits as individual personal perspective on what has been offered by employer as motivation towards performance differs from one another and for this reason there may be a group of employees who may be motivated by physiological related motivation let's say incentives given, salaries, company's policy, quality of supervision and may be for a status, just for being employed and for this reason they will perform better. This type of motivation is called hygiene or extrinsic and are regarded as lower motivators. The presence of such motivators may not necessary cause job satisfaction, but their absence for real will result into job dissatisfaction putting in mind that a person will need to maintain its life status at street or in the community he lives in. However performance of an individual may still unconvinced despite most of physiological needs being met, this is because motivation may also be affected by psychological factors which are intrinsic in nature to influence the behavior of an individual when required to act in a more competitive way. This had been termed as Motivator factors which lead to job satisfaction.

Motivator factors are of more important as it really affecting the behavior of an individual for instance those with experience simply they spent much of their time with the company and it comes a point where incentives and salaries are no longer

motivate them to work at their best provided they may be top earners with big incentives and other related bonuses, for this reason intrinsic motivation is of vital to arose their working capacity. Motivator's factor which if well planned and implemented; it does have effects on the motivation of employee's performance.

This theory provides a strong link between motivation and performance of employees in organization. Performance can come as an emanation of feelings like achievement, recognition, growth which are related with motivation. It emphasized the importance of job enrichment and separated it from job enlargement, which includes increased responsibility and involvement, opportunities for advancement and the sense of achievement.

2.4.2.1 Criticism of Herzberg's Two Factor Theory

Two factor theory despite being very useful and globally accepted by many scholars it has also attracted criticism. Fareed et al. (2016) were somewhat different that many hygiene factors like relationship with supervisors, company policy, salary and social status have significant relationship with job satisfaction and on the other hand many factors mentioned by Herzberg as intrinsic factors have no connection with job satisfaction.

Lindsay, Mark and Glow (1967) suggested that same factors can influence both job satisfaction and dissatisfaction. They came to conclusion that Herzberg use of two distinct continuums for job satisfaction and dissatisfaction should be revalued. Hill and Ridgeway (1970) carried out research on two factor theory but their research does not give any backing for two factor theory. Feteihi et al. (1987) say that the two factor

theory is over simplified form of job satisfaction and it can be used as consistent model. In the same way research conducted by Ogunlana and Chang (1998) does not provide any support for two factor theory.

2.4.2.2 Applicability of Hertzberg's Two Factor Theory in motivation studies

In relation to this study this theory is relevant in the Tanzania context as it proved to be useful by different organization in their day to day business as well different scholars established the same. Pesambili (2016) on Herzberg two factor theory, stated that every human has sense of belongs whether in simple group and that love and belongs and that; this theory is more useful in the theoretical framework of retention of employees.

According to Mbegu (2016) keenly guided by the Herzberg two-factor theory, described the effectiveness of money as a motivator for academic staff as limited or affected by some motivating factors and not affected or unlimited by others. Mbegu (2016) further explained that in Tanzania, such un-generalized motivational the three major reasons for de-motivation, which were; low salaries, problems in working conditions and inadequacy of facilities for performing tasks. And in contrast with the causal-notions of widely spread teachers' strikes rumors and reports that we think, the majority of teachers are in fact motivated by intrinsic factors and only few of them favored extrinsic factors such as pay as their motivator (Mruma, 2013).

2.5 The Empirical Literature Review

This section deals with empirical studies conducted on the motivation and employee performance. Different authors have written generally about motivation and its role in

employee performs all over the world and even in Tanzania. However, it is noted that there is generally lack of adequate literature on motivation and its role in employee performance in Tanzania.

2.5.1 Types of Motivation Strategies

Armstrong (2007) wrote that money is a motivator because it satisfies a lot of needs, indispensable for life and is needed to satisfy basic needs of survival and security. Higher needs such as self-esteem can also be satisfied by it? Money let people buy things that show their status and create a visible sign of appreciation. In other words, money is a symbol of many intangible goals what makes it a powerful motivating factor. Some credible studies confirm that in fact money is a good motivator, while others, equally credible neglects that.

Muriuki (2016) study on the effect of organizational rewards on motivation with objectives to determine to what extent do monetary and non monetary rewards have the effect on motivation of employees, revealed the existence of significant positive relationship between non-monetary rewards as well monetary rewards towards motivation of employees. Muriuki concluded and recommended that it is important for human resources managers to develop appropriate reward and motivation programs based on the Maslow's pyramid in order to promote motivation amongst employees.

However the author seemed to base his findings solely on the Maslow' Hierarchy of needs as the basis for motivation but this study explored both Maslow' Hierarchy of needs theory and Hertzberg Two Factor theory.

As stated by Kinicki and Kreitner (2016) that offering financial incentives to workers is a natural way to motivate them and this improves performance. An empirical study by Imbahale (2016) with much focuses on the effect of non-monetary such as recognition, training and rewards and incentives on employee's performance. Guided by questionnaires as mode of data collection and descriptive design as mode of data analysis, the study revealed that employee training, recognition, rewards and incentives have the major effects on the success of organization provided they are directly affecting employee motivation. Non-monetary incentives were also preferred. It was then recommended for management to annually evaluate the rewarding strategies to assess its impact on performance. However the researcher failed to explain the employee and employer relationship in organization, which the researcher explored.

An empirical study by Srna (2017) on the significance of non-monetary incentives and its relationship with employee motivation to civil servants in Bosnia and Herzegovina with objectives to explore if non-monetary incentives have prospective to increase employee's motivation in comparison to monetary rewards. Adopting descriptive statistics correlations and non-parametric independent samples test to analyze data the finding revealed that non-monetary incentives are not sufficiently utilized in the civil service sector. It was revealed that non-monetary incentives represent a very strong motivating factor and could be widely and actively used in order to secure increased motivation of the civil servants in Bosnia and Herzegovina.

However the researcher studies narrowed to civil servants motivation strategies and limited on non financial rewards, the current study employed both monetary and non

monetary rewards as guided by Maslow Hierarchy of Needs Theory as well Two Factor Theory and determined factors that are affecting employees motivation in MNH.

Using purposive sampling to select sample size and adopted questionnaire, interview guide and documentary review methods to assess the relationship between financial as well non financial motivations, the study by Niwamanya (2016) revealed that there was significant positive relationship between financial motivation and teachers' performance. Financial motivation impacts on performance of teachers by 69.2% while non-financial motivation impacts by 61.6%. The value of R Square when all variables were operating at the same time was 50.7%. This demonstrates that difference in teacher performance can be explained by the differences in non-financial and financial factors. Other factors that affect teacher performance would explain 49.3% of the difference in teacher performance. Therefore there is a need to use both financial and non-financial rewards, although the financial motivation has more impact. However, the author did address nothing on lack of motivation in organization attribute to no attain greater efficient production.

Njunwa (2017) stressed an important relationship between motivation strategies and performance. Employing interviews, questionnaires and observations as modes of data collection and Statistical Packages for Social Science (SPSS) as analyzing tool, the study revealed that said employees were not motivated in both financial and non financial and that low salaries, lack of promotion and career development, poor training program, working environment, poor communication, unfair treatment and political interferences were major contribution factors. Due to lack of such motivation

strategies the study recommended for central government to improve the situation and raise workers morale

Ahmed et al. (2016) in their study on Motivation and Retention of Physicians, found a number of motivation strategies, which ought to have been implemented in order for motivation of health care workers to be improved. It was revealed that lack of performance checks, absence of a career progression, leverage to secure choice postings, lack of salary benefits were some of the key organizational factors identified.

The research study also revealed that lack of adequate educational and housing facilities close health facilities de-motivated physicians. Other than respect from patients to Physician as a motivation factor, the study was also presented with evidence from the state of India showing job security was also a determining factor on motivation. However, the author addresses nothing on the relationship of employee and employer in organization; the researcher in this study examined such a relationship and established the cause and effects.

Mtui (2016) research study found that, staff promotion, rewarding top performers, employees participation base on their competence and skills as well allowance are important motivational tools as they influence performance. Mtui further revealed that various incentives packages were constantly given to employees as a motivation strategy. The study then recommended that job dissatisfaction among government employees as a general; already in place human resources policies should be formulated to suit the employees' needs in terms of motivation.

Similarly, if respondents' role is to evaluate attractiveness of holistic job alternative, they most often choose jobs, which are characterized by higher level of salaries. The results indicate that people if asked indirectly about importance of money as a motivator rank it much higher than if the question is stated directly. Similar results about the importance of money as a motivator comes from Agarwal (2010) study, where it was revealed that money is still the most crucial motivating factor for employee that makes him perform well in the company. It was agreed that intrinsic rewards motivate executives but after a certain point of career money seems to have greater importance. Agarwal further concluded that long-term incentives are less effective than short-term, performance based incentives. This is the result of associated risk and uncertainty about the future, which comes with long-term incentives.

2.5.2 Motivation Satisfaction among Employees

Generally, it was felt that the primary motivate factor, which could make employees to remain effective, and feel satisfaction in their work was the money. However, pioneer studies conducted by Elton Mayo from 1924 to 1932 found that employees are not motivated solely by money and employee behavior is linked to their attitudes (Dickson, 1973). Motivation is a multidimensional framework, because people are usually motivated by a combination of different factors (Cinar et al., 2011).

The research study by Mteteleka (2016), the researcher found that if employees are dissatisfied in their job it can lead to poor performance, losing working morale and lead to absenteeism and turnover. Likewise the study indicated that short term projects, implementation of performance feedback and delays of payment are the

major challenges facing IHI in satisfying the employees. Therefore, it is important to improve job security through project resources complementation, decentralization authority to approve the staff financial requisition of payments at branch levels, adjustment of reward management system to reflect the status of employees and the socio-economic situation prevailing in our societies and conducting performance feedback for the work done as most of the employees seem to be happy in knowing if their contribution to the Institute is meaningful and recognized

In the study conducted in Ghana on the effect of work environment on Job Satisfaction by Agboz et al. (2017), exploring whether physical, social and psychological work environment affect job satisfaction. Adopting Stratified sampling technique, questionnaires mode of collecting data and Statistical Package for Social Science (SPSS) to analyze the data collected, their study found that most of the staff are satisfied with their work environment and concluded that environment is a major play in satisfaction of employee and thus boost performance

Sari (2017) study with the aim to examine employee's motivation and satisfaction using regression and path analysis revealed that employee's satisfaction has a significant influence to company's advantage. Both employee's motivation and employee's satisfaction have positive influence to company advantage.

In the intensive survey study on application of Herzberg's two-factor theory with objective to provide understanding of the role of practicing employee voice in improving job satisfaction level. It was found that there is a positive relationship between employee voice and job satisfaction, which indicates that the recognition of

employee voice creates a motivational environment, which in turn boost performance provided that the level of employee's satisfaction is high. It is recommended for organizations need to reinforce and support employee's expression of ideas, which may contribute to the growth of organizational effectiveness (Alfayad and Arif, 2017)

Seman and Suhaimi (2017) were of the view that both financial and non financial rewards are significant to effect employee's job satisfaction. Defining motivation as the key on how effective and efficient human resources is, and that the concept of rewarding employee has much prominent in motivating employees. It was further stated that compensation is one of the employee's needs in influencing their motivation which includes financial incentives to the services rendered by the employees; however different employees have different motivation drivers.

According to the analytical empirical study in the factors contributing to increased job satisfaction among employees (Mwakatobe,2015),it was found that job satisfaction is influenced by job content, working conditions, quality of supervisor, payment, co-workers, promotion and job security. These factors contribute to increase job satisfaction to the employees within the organizations. Therefore, employers and administrators have to ensure that, all factors mentioned are implemented collectively in the organization in order to satisfy employees in working environment. Further study research was recommended for a large sample should be used to conduct a factor analysis on different dimensions of the variables. Also, recommendation is suggested to the management to create favorable working conditions environment for the employees within the organizations.

2.5.3 Relationship between Motivation and Employee Performance

Kiruja and Mukuru (2013) study revealed, that employees were not satisfied with their pay and work environment. The research results showed that employee motivation influences employee performance. The results of correlation analysis in this study have demonstrated that motivation of employees have positive relationship with employee performance, which is when motivation increases, employee performance increases and therefore motivation is an important predictor of employee performance. Some employees were very little motivated as there is no recognition after good performance and no feedback after performance of duties.

According to a research work by Mfinanga (2018) on the relationship between employee motivation and employee performance, it was revealed that poor performance of the Commission's employees is because of unplanned motivation system and that lack of employee's recognition and appreciation, social gathering and lack of fiscal support from the organization. The study also shows that employee general meetings and when given opportunity to express their opinions on policy making boost their motivation and for this reason provided that they are satisfied from their mindset it will boost general organizational performance.

Sharma (2017) stated that; the success and the failure of any business as a matter of fact depend largely on the employees and that, human resources are very essential to the organization as they are the key to prosperity, productivity and performance. How employees are perceived, treated and how they feel about themselves and ultimately their output directly and indirectly has an impact on their performance and development of the organization. De-motivated employees under no circumstances

will churn out decreased performance. The study revealed that indeed there is a relationship between performance and Motivation of employees and aside the known fact that money is the key amongst the motivational factor to employees, it was realized that employees gradually becoming particular about trust, respect and high expectation, recognition and appreciation and good working environment. The study therefore concluded that greater strides to be made to motivate all staff to enhance performance. It has been suggested that management attaches more importance to the issues of employee Motivation to make the bank survive among its competitors.

Three predictors such as individual needs, personal preferences and work environment were found to have medium to strong correlation with the dependent variables namely job performance. The analysis shows that individual needs, personal preferences and work environment are positively and significantly related to job performance. The outcome of the study indicates that UiTMT needs to focus on their motivation aspect, where it can boost up their level of job performance (Said, 2015)

Research work by Paulo (2017) revealed that, number of factors have contributed to lower motivation and thus affected overall student's academic performance. It was further revealed that working condition factors and remuneration factors, that job satisfaction, job security, salary, promotion, attending workshops and seminars, have the influence on teachers 'motivation. The findings further revealed that work and conducive teaching and learning environment low salary and wages, poor provision of incentives, lack of decision making, the opportunity to teachers teaching and learning materials, overcrowded classrooms and poor perception towards teaching professions, Professional development, Inconvenient promotion policy is some o the major

challenges that teacher's face and therefore de-motivates them in the profession. The researcher recommended that the Government should review, redesign and implement promotion policies and opportunities for professional development so that to meet the demands of teachers' by doing that teacher will likely be motivated and work hard. The study suggests that a study to be carried out on the correlation between the teacher's job satisfaction and students academic improvement

Nabi et al. (2017) study work, described Motivation as actually a combination of factors that operate within each individual and require a combination of approaches, combination of motive and action. Performance also defined as thought of a multiplicative function of motivation and ability research reveals that an employee's ability only partially determines his output or productivity. The other major determinant is his motivation level. Motivation is about giving your staff the right mixture of guidance, direction, and resources and rewards so that they are inspired and keen to work in the way that you want them to. It was asserted with certainty that, extrinsic factors are great motivator as majority of the respondents thinks.

So, an effective scheme of monetary and extrinsic rewards should be made. Job enrichment and performance appraisal are also a decent motivation factors. Job security has also a positive effect on employees' performance, as they feel more secured, that's why it is better to provide a legal agreement during joining. It was further stated that if the employees are given authority to take decision under their territories of expertise, then it may very well be used as an enormous motivation tool. If the employees feel that they have a great future in their respective organization, they will work with more efficiency and compatibility. So this is also a great

motivator. The researchers concluded that, motivation indeed has a momentous effect on employee performance (Nabi et al., 2017)

According to Gelard and Rezaei (2016), it was found that providing employees with necessary motivation and paying attention to employees' motivational factors are among the most important and complicated tasks of managers. Motivation is an internal state and drive, which directs one to a specific activity. Job satisfaction defined as someone's emotional orientation towards his job. What is considered a motivation for a person or a group of people may not be motivational for another person or group and for this reason providing employees with necessary motivation and paying attention to motivational factors is important and complicated task.

Employing Herzberg and Kitchener model to measure employees' motivation, the researcher suggested that achievement of organization goals must be a task to managers by get a comprehensive picture of their employee's employees' job satisfaction through assessment of effective factors so that they can prioritize factors which affect job motivation in their organization. Paying financial incentive is regarded as having significant effect on employees' performance. In order to motivate employees, identifying and compensate their effort procedures should be developed, providing tangible and measurable rewards to boost their motivation (Gelard and Rezaei, 2016)

Another possible thing that could turn out unmotivated employees to highly motivated employees is by paying attention to the reward system as it is believe as tools that can increase the level of work performance among employees, by Cohen et al. (2013).

Chaudhary and Sharma (2012) study shows that the employee motivation has direct effect on gainfulness and development. A highly motivated employee tries hard carrying out each and every aspect of assigned duties and responsibilities. Improved job performances of the employee will increase the value to the organization itself and to the employee's productivity. The result obtained from the analysis showed that there existed relationship between extrinsic motivation and the performance of employees while no relationship existed between intrinsic motivation and employees' performance.

The study reveals extrinsic motivation given to workers in an organization has a significant influence on the workers performance. This is in line with equity theory, which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The researcher recommended that all firms should adopt extrinsic rewards in their various firms to increase productivity.

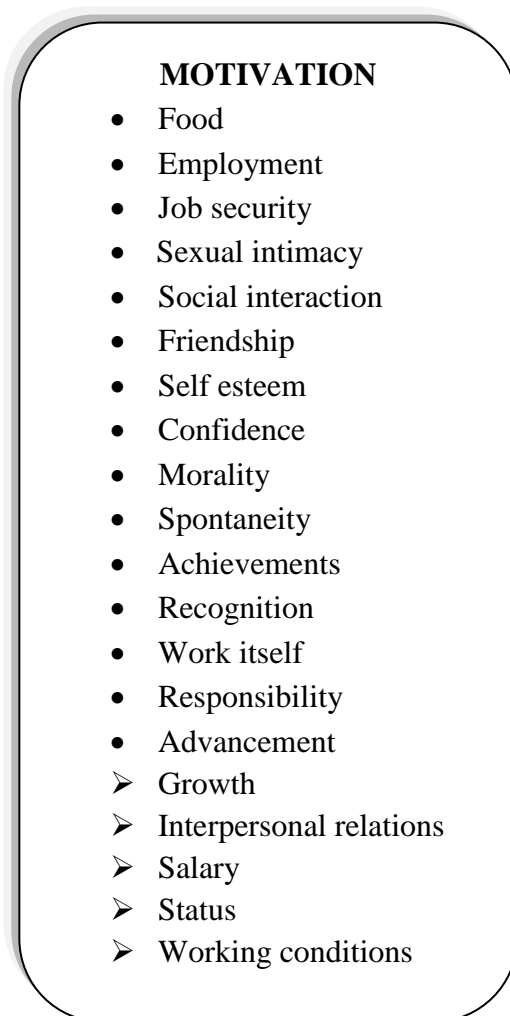
2.6 Research Gap

Several studies have been done to examine the relationship between motivation and employee performance. Some of these including a work by Kiruja and Mukuru (2013), Mfinanga (2018), Sharma (2017), Paulo (2017), Nabi et al. (2017), Gelard and Rezaei (2016), Chaudhary and Sharma (2012) but the focus of their studies were on public middle level technical training institutions in Kenya (Kiruja and Mukuru, 2013), Tanzania commission for universities (Mfinanga,2018), students academic performance (Paulo, 2017) and on employees in Bangladesh (Nabi et al. ,2017). There are limited studies that addressed the relationship between motivation and employee's performance at MNH, this study explored and filled the missing knowledge gap.

2.7 Conceptual Framework

Conceptual framework is a model of presentation of relationship between variables in the study that is shown graphically or diagrammatically (Orodho, 2005). This study will employ conceptual framework, which covers three dimensions: independent variable and dependent variables. The diagram below shows the relationship between independent variable and dependent variable.

Independent Variables



Dependent Variables



Figure 2.1: Conceptual Framework

Source: Maslow (1943) and Herzberg (1959)

The relationship between these three types of factors has some impact on organization achievement in the employee's performance in Muhimbili national hospital. From the above discussion, motivation the drive behind effort to satisfy needs can come from within or from external force (intrinsic and extrinsic) respectively. The need theorists" focuses on the question of what arouses, sustains and regulates goal directed behavior that is what particular things motivate people and the process theorists" also emphasize on the process of motivation and importance of rewards.

Performance and determinants of performance were discussed. Factors such as salaries, fringe benefits, responsibility, promotion in the organization nature of work, recognition of work done; opportunity for advancement, working conditions, and relationships with superior and peers motivates employees concluded with a conceptual framework of the study.

2.8 Chapter Summary

The preceding chapter dealt with the definition of key terms, followed by theoretical literature review. Also the chapter presented research gap and the conceptual framework guiding this work

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research philosophy

Research philosophy refers to the assumptions and beliefs that govern the way we view the world, by Saunders et al. (2007). Since the nature of this study involves qualitative and quantitative nature this study then opted for pragmatism research philosophy this philosophy was selected because it allows researcher to use mixed methods (Saunders, Lewis and Thornhill, 2009).

3.2 Research strategies

The research strategy is the way in which the research objectives are questioned, as defined by Saunders et al. (2007). The researcher in this study employed descriptive research design. Descriptive research involves gathering data, describes phenomenon and then organizes, tabulates, depicts and describes data collection, in the form of graphs and charts, in order to help the reader understand the distribution of data (Waiyaki, 2017). Because the human mind cannot extract the full import of a large mass of raw data, descriptive statistics was very important in reducing the data to manageable form. When in-depth, narrative descriptions of small numbers of cases are involved, the research used description as a tool to organize data into patterns that emerge during analysis. Those patterns aided the mind in comprehending a qualitative study and its implications

3.3 Study population

Muhimbili National Hospital has 2700 employees of which 300 are doctors, 900 are specialists, 500 are registered and enrolled nurses and the rest 1000 are supporting

operations employees. Hence the total target population was 2700 from which the sample size will be obtained (MNH Annual Report 2017/2018).

3.4 Sample Size

The study involved staff of Muhimbili National hospital. About 100 respondents were involved in this study. The sample size was obtained by the adoption of bold 'formula $n/N \times 100 = C$ where by C = figure greater or equal to ten percent (10%) of the group, N = Total population and n =No. of selected strata/group as illustrated below as an example which was taken to every selected group. These included 11 doctors, 33 specialists, 19 nurses, and 37 supporting operations employees.

Table 3.1: Sample Size

Staff Category	Population frequency	Frequency	%
Doctors	300	11	11%
Specialists	900	33	33%
Nurses	500	19	19%
Supporting operations employees	1000	37	37%
Total	2700	100	100%

Source: Author, (2019)

3.5 Sampling Design

3.5.1 Convenience Sampling

Convenience sampling is a process of selecting sample population using people who are a captive audience. Respondents are people who just happen to be walking by, or show a special interest in your research (Kombo and Tromp, 2006). The advantage of using this technique is that, it is good for short term projects such as the one explored

by this study. The initial contact using convenient technique to a person or a group relevant with topic of intended study proved to be helpful for further contacts to a targeted population provided that a person has voluntarily been drawn to a study. The rationale being that selected population is readily available and happily open to cooperate. This study opted for the purposive sampling design because all MNH employees were conveniently found at the hospital.

3.5.2 Purposive Sampling

Purposive sampling design was then used to obtain directors for the study. The intention of using this sampling design was to get key information from them. In this type of sampling, items for the sample for the study usually were selected by the researcher as it was identified by the researcher (Kothari, 2004). Under this sampling design, MNH directors were picked using this sampling design and took part in the study.

3.6 Variables and Measurement Procedures

In this study motivation which is Independent variable was measured using items borrowed from Maslow Hierarchy of Needs Theory, and Two-factor theory that included food, employment, job security, sexual intimacy, social interaction, friendship, self esteem, confidence, morality, spontaneity, achievements, recognition, work itself, responsibility, advancement and growth. Employee performance being dependent variable was measured using items such as productivity, deadline, creativity, teamwork and pitching in. Identified items were then measured in 5 point Likert scale ranging from 1(strongly disagree) to 5(strongly agree).

Table 3.2: Variables and Scales used in the Study

S/N	Name of a Variable	Items	Scale Used	Author
1	Motivation	<ul style="list-style-type: none"> • Food • Employment • Job security • Sexual intimacy • Social interaction • Friendship • Self esteem • Achievements • Recognition • Work itself • Responsibility • Advancement • Growth • Interpersonal relations • Salary • Status 	5 Likert point scale 5 (Strongly agree), 4 (Agree), 3 (Neutral), 2 (Disagree), and 1 (Strongly disagree)	Maslow (1943) and Herzberg (1959)
2	Employee performance	<ul style="list-style-type: none"> • Productivity • Deadline • Creativity • Teamwork 	5 Likert point scale 5 (Strongly agree), 4 (Agree), 3 (Neutral), 2 (Disagree), and 1 (Strongly disagree)	Maslow (1943) and Herzberg (1959)

Source: Maslow (1943) and Herzberg (1959)

3.7 Data collection methods

3.7.1 Questionnaire

This study adopted questionnaire as one among the data collection methods, the reason for selecting this method out of minimizing biasness, it is fiscally affordable to even lowly proposed budget as well enables large number of respondents to be reached. Well designed questionnaires are more friendly welcomed and it thus provide desirable answers easily with minimal errors. The questionnaire had 3 sections. The

first section covers general demographic characteristics, followed by a section that covers to information related to motivation strategies. This section had 12 questions. Section C covered information related to employee performance. This section had 6 questions.

3.7.2 Interview

Interviews were conducted with the key informants of MNH. This method involved contact between the researcher and respondents (key informants). It had also involved in a question-answer situation aimed at eliciting necessary information. In this study 3 MNH Directors were involved in the interview. Key informants in this study were selected based on the criteria such as number of working years. A person with more experience at work would have learnt a lot about employees change in behaviors overtime, and what exactly suit the need for the team to achieve its goals. MNH Directors who have worked for more than 5 years were selected conveniently to take part in the study.

3.8 Data Analysis Methods

The social science statistical package for data analysis (SPSS Version 22) was used to aid the analysis part for this study. Descriptive statistics such as frequencies and percentages were employed to analyze the demographic characteristics, also to identify types of motivation strategies that MNH employees received from their employer as well analysis on MNH employees' satisfaction with the motivation strategies given by their employer. Correlation analysis was also employed to analyze the effect of motivation strategies towards employee's performance.

3.8.1 Data Cleaning

In this study data were cleaned using descriptive statistics. The intention of cleaning data was to determine whether there was a missing data, outliers or any vague information in the data set. Data was cleaned before start of analysis.

3.8.2 Reliability

Reliability can be defined as the consistency with which an instrument measures the construct or content area it is intended to measure. According to Carmines and Zeller ((1979), reliability of a research instrument concerns the extent to which the instrument yields the same results on repeated trials. Although unreliability is always presents to a certain extent, there will be generally is good deal of consistency in the results of a quality instrument gathered at a different time. The tendency towards consistency found in repeated measurements is referred to as reliability. In this study reliability test was adopted as well internal consistency was measured by computing Cronbach's Alpha. All the variables with a Cronbach's alpha of greater than 0.7 are regarded as a reliable variable as identified by Nunnally (1978).

3.8.3 Validity

Validity is the extent to which the scores from a measure represent the variable they are intended to. The face validity of the instrument in this study was conducted whereby the researcher discussed them with supervisor, and other experts from the university who are conversant with research. The validity of the questionnaire established by expert judgment method proposed by Gray (1996) where the researcher employed the opinion of expert in the field of the research together with his supervisor to check and correct the research instrument. Validity refers to the degree to which

any inferences a researcher makes, based on the data collected using a particular instrument, is supported by evidence (Frankael and Wallen, 2000). Therefore, the coverage and relevant of the instrument to the problem under study were subjected to content validity. The questionnaires were distributed to one of the respondents. As from the subjects, those well understood were answered and then questionnaires collected. However data validity was tested using different methods including face validity test, construct validity and internal validity to find the interdependent of variables.

3.8.4 Descriptive Statistics

The demographic characteristics of respondents that's Gender, Age, Education and Position level was used to help identify types of motivation strategies that MNH employees received from their employer.

3.8.5 Correlation

Correlation was used to analyze the relationship between motivation and employee performance. A correlation can demonstrate the presence or absence of a relationship between two factors so is good for indicating areas where experimental research could take place and show further results.

3.8.6 Content Analysis

Content analysis was used to analyze information generated from the interviews. Content analysis is a qualitative research method used to interpret the content of text data through a systematic classification process involving coding and identifying themes.

3.9 Ethical Consideration

This research was being conducted in accordance with the ethics committee of Muhimbili National Hospital code of ethics. Confidentiality assured during the meeting with worker at various workplaces. Confidentiality, according to Tolich and Davidson (1999) is established when the researcher can identify a certain person's response but promises not to make the connections publicly. On the other hand, anonymity was established when a researcher couldn't identify a given response as belonging to a particular respondent.

During research study interview with respondents the researcher was bound with compliance to different rules and ethical issues that included respecting ethical codes of Muhimbili National Hospital, sticking to the purpose of the study by not derailing to subsequent unwanted research data, conducted the exercise with due respects to respondents regardless of the demographic status where some group of participant felt inferior and hence could have affected the outcome, the researcher had also to be keen on questions put to respondents not seem to embarrass them.

3.10 Limitation of the Study and Areas for Further Studies

The findings of this study focused mainly to Muhimbili National Hospital; therefore the general findings may not be true representatives of the entire population. This study adopted motivation items that were borrowed from Maslow's Hierarchy of needs Theory and Two Factors Theory; other researchers could opt for other motivation items to assess employee motivation and in the end the results could be compared.

This study employed questionnaire and interviews as the key data collection methods, other studies could opt for other data collection methods such as the use of focus group discussion (FGDs), telephone interviews, and online survey in collecting their data.

The study also employed correlation analysis to examine the relationship between motivation and employee performance, other researchers could opt for linear regression analysis or structural equation modeling to examine the relationship motivation and employee performance.

This study narrowed its focus to Muhimbili national hospital employees, similar study could be done in addressing similar variables but should be focused in different context other than hospital.

CHAPTER FOUR

STUDY FINDINGS

4.1 Data Cleaning

In this study data were cleaned using descriptive statistics. The intention of cleaning data was to determine whether there was a missing data, outliers or any vague information in the data set. Data was cleaned before start of analysis.

4.2 Demographic Data

The demographic characteristics of respondents give different results varied from age, gender, academic qualification level and position they hold. Age is a determining factor when it comes to perception of incentive packages, strategies and its extent of effect on influencing performance of employee, this implies that, a motivation package may be perceived to be of paramount by a person of age 25 who is just a fresh from school but seemed ineffective to already experienced person of 40ies or vice versa. The respondents response results shows that majority were aged between 36-45 years totaling 33%, followed by 32% of respondents aged between 46 and above, 24% aged between 26-35 and lastly 11% aged between 15-25.

The study finding on respondents' gender against position they hold indicates that female respondents are majority at 56% while male respondents are 44%. This seems to have been affected by number of factors which might include a scale of preference on job selection against gender where some of departments were found to be highly manned by one gender against another for instance nursing and supporting staff departments found to be occupied mostly by female if not all.

The educational levels of respondents varied from one cell unit to another, this was highly affected by nature of work and its academic requirements. It was observed that 37% of respondents are having diploma as their academic qualification in which there are total of 11 and 19 nurses and supporting staff respectively, followed by 31% of respondents who are having degree in medical where 7 are Medical doctors in service, 6 nurses and 12 medical specialists.

It was also observed that 18% of respondents are Master degree academically where there are 11 medical specialists followed by only 3 medical doctors and 1 nurse. Respondents with certificate are 12, which contributed 15%, and most of them are supporting staff with tasks, which require minimal academic qualification as entry level. Table 4.1 shows a result.

Results as per respondents almost give fifty-fifty to respondents with at least a degree against those with qualification below degree level. The results shows that Medical doctors and Specialists are holding degree level and above, this demonstrate a minimum and compulsory qualification for serving as medical doctor or a medical specialist and for this reason types of motivation packages which ought to be given to all employees as general irrespective of their professionals and academic level may give mix results.

Distribution of respondents according to their respective unit shows that, 12% of respondents are medical doctors, 22% Nurses, 28% medical Specialists and 38% are a class of supporting staffs. The Table 4.1 presenting demographic characteristics of respondents.

Table 4.1: Demographic Characteristics of the Respondents

	Variable	Frequency	Percentage %
Gender	Male	36	43.9
	Female	46	56.1
Type of Staff	Medical Doctor	10	12.2
	Nurse	18	22.0
	Supporting staff	31	37.8
	Medical specialist	3	28.0
Age	15-25	9	11.0
	26-35	20	24.4
	36-45	27	32.9
	46 and more	26	31.7
Education	Certificate	12	14.6
	Diploma	30	36.6
	Degree	25	30.5
	Master Degree	15	18.3
	PhD	0	0

Source: Field data 2019

4.3 Reliability results

Testing the reliability of the study instrument for completeness and consistency, Cronbach's Alpha was used; where yield value by Cronbach's Alpha above 0.7 determines that a study is reliable. For this study the Cronbach's Alpha was 0.752. A Table 4.2 gives a summary result.

Table 4.2: Reliability findings

Scale	Items	Cronbach's Alpha
Motivation.	12	0.752
Employee performance.	6	0.751
Overall scale		0.752

Source: Field data 2019

4.4 Validity Results

The face validity of the instrument in this study was conducted whereby the researcher discussed them with supervisor, and other experts from the university who are conversant with research. The validity of the questionnaire established by expert judgment method proposed by Gray (1996) where the researcher employed the opinion of expert in the field of the research together with his supervisor to check and correct the research instrument. The questionnaires were distributed at one to the respondents. As from the subjects, those well understood were answered and then questionnaires collected. Data validity was also tested using different methods including face validity test, construct validity and internal validity to find the interdependent of variables.

4.5 Types of Motivation Strategies MNH Employees Receive from their Employer

Interview held with senior staffs revealed different types of motivation strategies said to be offered to employees that included the already existing motivation strategies and whether they are effectively influence performance and another group highlighted preferred motivation strategies once they are introduced and implemented subsequently the dream winning team is certain.

The first category identified existing types of motivation strategies offered to MNH employees by the employer which revealed to include long term award, monetary vouchers, extended leave, certificate of appreciation and recognition, promotions, verbal praises, eventually allowance. The second category of motivation strategies which were identified during interview is that category termed as desired motivation

strategies which due to some reasons beyond their capability are currently not offered; these included improved employer employee relationship, timely recognition of top performers, improved monetary incentives, paid vacations, get together parties, development of friendly control regulations, rewarding of top performers with non monetary awards, provide same autonomy by delegating some of decision to lower officers to increase efficiency.

4.6 Employees Satisfaction with the Motivation Strategies

Asked to indicate the level of satisfaction against food service provided to them by the organization; Respondents response frequency descriptive analysis shows that only 2% are highly satisfied, 11% dissatisfied, 35% satisfied and 51% were adamant to comment on either way they see the general perception of practice as being fifty-fifty not good not bad.

Regarding terms of employment embedded in a contract, the results shows that; 1% of respondents are highly dissatisfied with how they perceive fairness of terms in a contract, contrarily 5% are highly satisfied with. The results also shows that 15 % of respondents are dissatisfied, 38% are neutral while majority at 42% are satisfied with, viewing terms of employments to be fair and friendly, this in one or other way can be taken as a motivating factor provided that employees feel welcomed and that efforts putted into work contribute in attainability of organization goals.

Response rate by respondents on extent of Job security provided by the Organization, the results shows that; only 4% are dissatisfied while 22% were neutral to show side whether they view their job security being secured or either way. 55% of respondents

which is more than half of respondents are satisfied with the level of job security existed and 20% are highly satisfied with the lock either by experience or knowing that the whole exercise of terminating employment of individual lies a complex process and in most cases it ended employees re-instated back and thus rendered the attempt of removal as ineffective or based on employees benefits rather than employer unless the nature of the offence is grave.

On whether sexually intimacy with fellow workers contribute to motivation of employees and if it is regarded as a motivator factor to them, respondents gave different views as per results in the table below which shows that 7% of respondents says they are dissatisfied with the strategy contrarily 45% and 17% are satisfied and highly satisfied respectively but 31% of respondents are neutral on whether Sexually intimate with Partner are taken as a motivator factor. Since the results give a mix results this means that a particular strategy may be fit for a certain class of people for instance Age and Sex categorical for this reason MNH need to re-strategies to by creating working environment suitable for most groups if not all provided that nature of service delivered by MNH staffs is full dependents on the whole team.

Social interaction between staffs as one of motivation's package was put to be rated by MNH respondents on whether it helps build teamwork by affecting motivation of employees, the results by respondents shows that 4% are highly satisfied while in the contrarily only 15% are highly dissatisfied. It was also shown that 35% neutral means that majority were not ready to indicate whether they are satisfied or dissatisfied. The results also show that 15% are dissatisfied but leapfrogged by respondents who said to be satisfied at the response rate of 32%.

Asked to describe the state of friendship existing between management and employees and between employees horizontally in their respective departments if it has a chance in the motivation of a workforce, the results shows that 7% are highly dissatisfied while 9% are satisfied. 28% of respondents viewed the practice as effective hence highly satisfied, 37% are neutral while 20% dissatisfied. Taking into account 20% dissatisfied and 7% highly dissatisfied plus 37% who opted to be neutral, this is alarming as it constitute to almost 64% who are either remained silent on the whole exercise or not dissatisfied at all.

When asked regarding Organizational policy on morals and personal responsibility for instance the issue of discrimination, preserve of local culture and freedom of religion to mention a few; the statistical results show that; 9% of respondents are highly dissatisfied, 13% dissatisfied and 29% are satisfied. The results also shows that 49% are neutral, this implies that majority of respondents were not ready to highlight the whole matter and how management deals with it, whether it satisfies themselves or not and this create a state of uncertainty for management when developing and implementing policies if it does yield the desired results but also regular review of motivation strategies.

The researcher was also interested to know whether MNH employees are satisfied with how their organization recognize and acknowledge individual effort towards work, the results shows that; majority of respondents declined to give their view on whether they are satisfied or dissatisfied so they remained neutral at 39%. The results also showed that majority at 38% are satisfied with how they perceive job recognition by MNH organization while those who are dissatisfied are few at 13% while

respondents who are highly satisfied equals that of highly dissatisfied at the response rate of 5% which is minimal and that its effect is less reckoned.

On whether they are satisfied with the organizational policy and desire providing room for further growth and development of employees carrier; The statistical results shows that only 4 respondents equals to 5% of total response are highly dissatisfied same to satisfied respondents at 5%. The response rate also shows that 11 respondents' equals to 13% are dissatisfied while 38% of response by 31 respondents said that they are satisfied. 32 respondents constituting 39% were neutral on stating whether they are satisfied or not, this brings about uncertainty to management regarding already in place strategy which expected to increase working morale and productivity but perception on the field may give a contrary picture. It can happen that one motivation package seems to be good by management but fails upon introduction and implementation where employees may view the strategy as ineffective or not suitable to boost their morale.

Confidence & Self esteem the researcher asked respondents to state how far they view the practice as achievable with the organization. The respondents response results shows that majority at 51% are uncertain with the practice which might be affected by often change in policy by senior staffs or other reasons. The result also shows that 27% of respondents are satisfied with the practice and believe it is attainable. It was also shown that 12% of respondents are dissatisfied and 2% highly dissatisfied. Only a small number of 6 respondents at 7% view the practice as likely to be attained.

The response by respondents on how far they view quality of work itself as one of the key motivation strategies, the statistical descriptive results give mix results with

marginal variation that 16% of respondents are highly dissatisfied viewing a quality of work as an important motivating factor. It has also shown that 22% are satisfied with the strategy meanwhile 27% of respondents are dissatisfied .The statistical results further shows 29% as a neutral class reluctant to comment on either ways thus view the strategy as unreliable but important. Only 6% of respondents take work as one of the key area in motivation of an employee. The Table 4.3 presents the findings.

Table 4.3: Satisfaction with the Motivation Strategies

Category	Distribution					
	Highly dissatisfied	Dissatisfied	Neutral	Satisfied	Highly satisfied	
Provision of food.	0 0	9 11.0	42 51.2	29 35.4	2 2.4	Frequency Percentage.
Terms of employment contract.	1 1.2	12 14.6	31 37.8	34 41.5	4 4.9	Frequency Percentage
Job security	0 0	3 3.7	18 22.0	45 54.9	16 19.5	Frequency Percentage
Sexually intimate.	0 0	6 7.3	25 30.5	37 45.1	14 17.1	Frequency Percentage
Social Interaction.	12 14.6	12 14.6	29 35.4	26 31.7	3 3.7	Frequency Percentage
Friendship.	6 7.3	16 19.5	30 36.6	23 28.0	7 8.5	Frequency Percentage
Morals & Responsibility.	7 8.5	11 13.4	40 48.8	24 29.3	0 0	Frequency Percentage
Job recognition.	4 4.9	11 13.4	32 39.0	31 37.8	4 4.9	Frequency Percentage
Carrier advancement.	4 4.9	11 13.4	32 39.0	31 37.8	4 4.9	Frequency Percentage
Confidence &Self esteem.	2 2.4	10 12.2	42 51.2	22 26.8	6 7.3	Frequency Percentage
Quality of work.	13 15.9	22 26.8	24 29.3	18 22.0	5 6.1	Frequency Percentage

Source: Field Data, (2020)

4.7 Relationship between Motivation and Employee Performance

A Pearson's correlation analysis was conducted to assess the existence of any relationship between the independent variables that's motivation items as borrowed from Maslow's Hierarchy of need theory and two factor theory and dependent variables (employee performance). The study required P value ranged between 0.00 and ≤ 0.05 for significant correlation.

The Table 4.4 present a very significant statistical relationship between motivation items as borrowed from Maslow's Hierarchy of Needs theory and Two Factor theory being independent variables and performance items, which termed to be dependent variables. The results show a significant positive relationship between Job security in one side against Productivity, Teamwork and Creativity at the value (r) 0.246($p=0.026$), $r=0.386(p=0.000)$ and $r=0.274(p=0.013)$ respectively. Relationship between sexually intimate being another motivational item towards Productivity and Deadline meeting being performance item are also significant at the Pearson value(r) 0.231($p=0.037$) and $r=0.220(p=0.047)$ respectively.

The statistical result also shows a significant relationship between Social interaction and Teamwork at the value (r) 0.242($p=0.047$), while Friendship is significantly related to Teamwork at the Pearson value(r) 0.265($p=0.016$). Other results show that recognition is significantly related to Deadline meeting, Teamwork and Creativity at the value (r) 0.249($p=0.024$), $r=0.347(p=0.001)$ and $r=0.219(p=0.048)$ respectively. Carrier advancement when tested against Teamwork and Creativity, the statistical results show a significant relationship between these two group variables at the Pearson value(r) 0.426($p=0.000$) for carrier advancement versus Teamwork and

$r=0.236(p=0.033)$ for carrier advancement towards Creativity. Confidence and self-esteem found to be significantly related to Teamwork at the Pearson value (r) $0.269(p=0.015)$

However, the correlation data analysis also shows that, there are non-significant correlations between some of the independent variables toward dependent variables, provided that probability (p) value above 0.05 signifies that correlation value is non-significant. The non-significant correlations are between provisions of food, terms of employment contract, morals & responsibility and quality of work in one side against all four tested performance items that included productivity, deadline meeting, teamwork and creativity.

Table 4.4: Pearson Correlation Findings

Motivation item		Performance			
		Productivity	Deadline meeting	Teamwork	Creativity
Provision of food	Pearson Correlation Sig. (2-tailed)	-.028 .801	.013 .908	.073 .513	.153 .170
Terms of employment contract	Pearson Correlation Sig. (2-tailed)	.177 .111	.086 .442	.134 .229	-.018 .870
Job security	Pearson Correlation Sig. (2-tailed)	.246* .026	.213 .054	.386** .000	.274* .013
Sexually intimate	Pearson Correlation Sig. (2-tailed)	.231* .037	.220* .047	-.016 .884	.042 .709
Social interaction	Pearson Correlation Sig. (2-tailed)	-.014 .902	.007 .949	.242* .028	.138 .217
Friendship	Pearson Correlation Sig. (2-tailed)	.141 .207	.060 .590	.265* .016	.186 .094
Morals and Responsibility	Pearson Correlation Sig. (2-tailed)	-.040 .724	.022 .842	.181 .104	.167 .134
Recognition	Pearson Correlation Sig. (2-tailed)	.182 .102	.249* .024	.347** .001	.219* .048
Carrier advancement	Pearson Correlation Sig. (2-tailed)	.142 .203	.202 .068	.426** .000	.236* .033
Confidence and self esteem	Pearson Correlation Sig. (2-tailed)	.073 .516	.169 .129	.269* .015	.197 .077
Quality of Work	Pearson Correlation Sig. (2-tailed)	-.030 .789	.010 .930	-.086 .443	-.103 .358

**. Correlation is significant at the 0.01 level (2-tailed).

Sexually intimate found to be unrelated to teamwork and creativity while job security was only unconcerned with deadline meeting. Other motivation items like social interaction and carrier advancement were also found to be unrelated to productivity and deadline meeting. Social interaction and confidence & self esteem were also found to be unrelated to productivity, deadline meeting and creativity.

4.8 Chapter Summary

This chapter has presented the findings of the study by giving brief explanations on the figures presented. Demographics of the population were presented in the form of tables and frequency analysis was used to give percentages. The demographics analyzed were age group, academic qualification, gender and respondent position in the organization. This chapter also presented results related to the types of motivation strategies that Muhimbili national hospital employees have been receiving from their employer. Frequency descriptive analysis on the findings regarding employees' satisfaction with motivation strategies has also been presented in this chapter. Pearson's Correlation analysis was also used to assess the relationship between motivation factors and employee performance and the results presented in the form of tables. The next chapter gives the study's discussion, conclusion and offers recommendations.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Types of Motivation Strategies that MNH is receiving from their Employer

The study revealed that MNH is currently applying range of motivation packages to boost employees' morale that included long term awards, monetary vouchers, extended leave, and certificate of appreciation, certificate of recognition, promotions, verbal praises, eventually allowance. This is in congruent with Robescu and Iancu (2016) who stated that organizations often use incentives to motivate their employees and that if incentives are carefully implemented they can significantly increase performance. Improved relations were also described as a motivating factor as stated by Nabi et al. (2017), hinted the need for improved employee relationship with top management. Despite offering of range of motivation strategies, it was revealed that the offered packages are aged enough to require rejuvenation provided the time they were first introduced been long time, joint setting of objectives, feedback and involvement, which are all part of a managerial approach, can improve motivation of employees (Kiruja and Mukuru, 2013)

5.2 Employees Satisfaction with the Motivation Strategies

Food service provision to MNH employees was found to be unsatisfactory and tenderly unwelcomed. This strengthen the idea by Hertzberg two factor theory (1959) that lack of adequate supply of basic needs like food can lead to dissatisfaction and that, its presence not necessary lead to satisfaction. Interview with senior staff acknowledged presence of complaints regarding quality of service delivered and promised review. This finding lines with Niwamanya (2016) study that concluded

that, when people are hungry, do not have shelter or clothing, they are more motivated to fulfill this need because these needs become the major influence on their behavior.

The study found that MNH employees are satisfied with terms of employments embedded in the contracts of employments, thus make job and working environment to be fairly and friendly and therefore motivating. When the same matter introduced to management for comment on how they view terms of employment if it does have effect on employees' satisfaction, they were proudly presenting this with confidence claiming that, their organization is among the best employer of choice. This is in tandem with another study by Wojtaszek (2016) finding that, the level of motivation process stability of employment is a motivation tool both offered and expected by the employees, which is the result of a properly functioning motivation system. The study by Mruma (2013) revealed among other factors those prospects for employment is regarded as motivational factors for teachers to join the teaching profession.

An interview with senior staff regarding security of employment, it was claimed that job security among other things is not the big issue at MNH and that the organization is well aware that the strategy is very important and it is one of the key driving forces for the team performance and therefore it must be assured and consistently maintained. This is true as the study revealed that MNH employees are satisfied with job security do provided to them as one of the motivating factor, as propounded by Herzberg Two Factor Theory that provides a strong link between motivation and employee satisfaction. This study is congruent with Al-dalahmeh et al. (2018) that job security has also been reported to have an effect on overall organizational performance. The results also agree with the findings by Kiruja and Mukuru (2013)

that, the sense of job security within a position or organization as a whole relates to the dissatisfaction as well and that there are positive relationship between intrinsic motivation and job performance as well as intrinsic motivation and job satisfaction

When asked about sexually intimacy being one of the motivation factors and how management control and ensure that such a psychological need is also given a chance, MNH claimed to have best policy and regulations that provide a room for interpersonal relationship among staffs. The study revealed that MNH employees are satisfied with the strategy do implemented to them by the organization. This agree with study by Gabriel (2016) that once individuals have satisfactorily met their need for love and belonging, they can begin to develop positive feelings of self-worth and self-esteem, and act to foster pride in their work.

On whether social interaction among the psychological needs as postulated by Maslow hierarchy of needs theory, MNH management talk with the researcher revealed the strategy to have been given a least preference among the key motivation strategies and that they believe presence of other strong motivation packages like monetary incentives and rewards are enough to make the team happy. The presence of tight regulations regarding social interaction for instance the use of social platform discourages the practice. This is true as the study results to employees revealed, that majority viewed the strategy to be a non-motivator even if it's entirely absent would lead to dissatisfaction. This disagree with Panait C and Panait N (n.d.) study that reiterated the need for individual to come into contact with work environment and do socially interacting in the work place and confirmed that the need for social interaction is an element that motivates employees in a company very much.

The study revealed that employees of MNH believed that presence of friendship is not of such important to affect working motivation and that its scale of preference is low compared to other motivation factors and for this reason least preferred. The same matter when it was put for comment by senior staffs it was revealed that the strategy is not considered to be a motivating package and that its presence is not necessary provided that the organization is ruled according to the regulations and other policy and therefore friendship is not necessary when it comes to delivery of service. These results are similar to Kiruja and Mukuru (2013) study where needs relate to desires for friendship, has been found to not having a leading important motivation factor but generally included with other motivating factors like belongingness, love, and acceptance.

Morals and responsibility being one of the motivating factors putted to comment by senior MNH staffs and it was claimed that the organizations maintain good orders of morals and personal responsibility when matters arise this is due to presence of tight regulations and policy regarding how individuals are supposed to behave and sanctioned when happen that emergence of certain behaviors is not acceptable whether presented by multi cultural variance do affect a certain group, for instance belief by some tribes that segregation of women at work is just a normal thing and that women are not ready and fit for top earning post. For this reason it expected for the move to be unwelcomed by many provided they believe mostly in the cultural heritage and therefore found the regulations to be offensive. This is true as the study findings revealed that MNH employees are not satisfied with the motivation package entirely or the manner in which it is practiced deemed to be unsatisfactory. This study line

with another study by Imbahale (2016) which highlighted the need for job enrichment as means of creating a class of responsibility by giving employees freedom to participate in decision making and taking steps to ensure employees see how their efforts are contributing to the final products. Employee should work in a conducive atmosphere that gives moral for working hard (Pesambili, 2016). Kiruja and Mukuru (2013) explained responsibility as the degree of freedom employees have in making their own decisions and implementing their own ideas and that, more liberty to take on the more inclined the employee may be to work harder on the project, and be more satisfied with the result.

Interview with senior staffs identified a range of recognition rewards to employees who excel in performance. This included monetary vouchers, extended leave, certificate of appreciation, certificate of recognition, promotions, verbal praises and eventually allowance to mention the few and when asked whether they view the practice as effective and satisfactory to employees motivation some of them acknowledged that there is a need for rejuvenation or introduction of new rewards program. When put for comment by employees on whether they are satisfied with recognition as a motivation strategy, it was revealed that job recognition rewarding is perceived with mixed feelings where a class of satisfied employees almost equals to that of neutral response employees and for this reason this highlighted the very important of having this matter resolved as it seems to have a big concern with majority of respondents. The study line with Kiruja and Mukuru (2017) that, When the employee receives the acknowledgement they deserve for a job well done, the satisfaction will increase. If the employees work is overlooked or criticized it will

have the opposite effect. Managers should use recognition and rewards to enhance lower-end needs and inspiring techniques such as encouragement of relatedness/commitment feelings to meet higher-end needs (Niwamanya, 2016).

Carrier advancement of MNH employees was found to be challenging as the study revealed mixed results and this seemed to be affected by organizational policy and other related regulations. MNH senior staffs when approached for comment they claimed that the organization has the best policy in terms of opportunities for instance employees seeking further studies and promotions. MNH management acknowledged that there is a challenge in implementation of some of its plans thus it affect working morale of those individuals anticipated to be rewarded. Claims by senior staff can be supported by employees' response where majority of them commented the strategy as neutral, not bad-not good, leaving management in the cross road where it is crucial to get employees happy by satisfying them with such a motivating strategy but timing of implementation pulls down or delays the move. The results of the study are similar with another study by Mensah et al. in 2016 where it was found that employees are sometimes motivated by promotional opportunities or responsibility and that a person who is career-oriented has a strong sense of professional growth, or obtain high satisfaction levels or happiness from the job.

When asked about development of confidence and self esteem to employees, interview with senior staffs revealed that management has developed internal regulations and set clear goals and enable competitive working environment which at last helps to build confidence and self esteem and that the practice is fairly and transparently rewarded to true winners. However employees' response varied with

comments from senior staffs where it gives mixing results. The study revealed that majority of employees at MNH are not satisfied with the motivation strategy and this might have contributed by number of factors for instance timing on rewarding, policy and other related factors. These results concur with Alshenqeeti (2018) study where it identified self-esteem, confidence and sense of achievement as a psychological need rather than a separable consequence that intrinsically-motivate tasks to satisfaction

The interview with senior staffs of MNH claimed that working environment at the organization is at the smiling level where it is expected for employees to work at the best with love with job they perform and that employee should be proud of the designated post. However employees' response regarding quality of work if it does satisfy them, revealed varied response from one cell unit to another. This brings about the variance in response from person to person and one department to another which might have been affected by number of factors including those individuals who are viewing their post as dream job and therefore motivated and a class of individuals who are still dreaming of their improved carrier. This is tandem with study by Mensah et al. (2016) who stated that intrinsic motivation arising from the work itself can be more powerful than extrinsic motivation and that Intrinsic motivation outcomes are more under the control of individuals.

5.3 Relationship between Motivation Strategies And Employee's Performance

Pearson correlation test presented very significant relationship between independent variables (motivation items) and the extent of effect it has on the employee's performance (dependent variables) as borrowed from both Herzberg Two factor theory (1959) and Maslow's Hierarchy of needs theory (1943). The study has revealed

a very significant relation between variables and the extent to which they are relating established.

The study revealed presence of very strong bond between employees job security being a motivation factor and employees performance as perceived by MNH employees. It was revealed that job security does have a significant effect in the employees' creativity, productivity and teamwork and thus its assurance in line with other motivation factors then performance is achievable. This brings about the importance of ensuring employee job security is guaranteed as it helps build confidence of a working force. The study congruent with study by Ndichu in 2017 where it was found that, job security is having a significant effect on performance of employees and is also an important variable that directly affects employee organizational satisfaction and level of his commitment. Organizations that offer low job security cause their employees to lose faith in their future in the organization, which consequently affects performance, whereas employees that enjoy high job security are more likely to perform their tasks effectively (Al-dalahmeh et al., 2018). Ndichu (2017) affirmed that the more an employee enjoys a high job security the more he is likely to effectively perform his task which is reflected in the overall performance of the organization.

Sexually intimate as another motivating item was found to be significantly related to the employee productivity and deadline meeting among the performance items tested. This shows how important the motivation factor is in the overall performance of MNH employees. However the significant of relation between the variables was at the low level, which means that, the practice is not given a first preference when it comes to

motivating employees among the top motivation factors but its existence is necessary affecting the working atmosphere. The study by Rahnama and Lofi (2016) reiterated the importance of sexually intimacy by acknowledged that sexual desire is linked to other social motivation where sexual motivation was placed in line with physiological needs citing Maslow hierarchy of needs theory. Rahnama and Lofi further concluded that sexual differences and similarities are also having implications for processing motivational symptoms in general.

The study revealed that social interaction among MNH employees and other staffs was found to be only influencing teamwork among employees but not necessary affecting individual creativity and productivity among performance items tested. This depict a big picture that MNH employees are not obsessed with the issue of social interaction when it comes to the issue of motivation towards high performance and that there are other factors which are considered important enough to affect performance in terms of productivity, creativity and deadline meeting. This disagree with Panait C and Panait G (n.d.) who stated that, if it is based on the fact that maintaining good collegiality is an important aspect, it can be confirmed that the need for social interaction is an element that motivates employees in a company very much.

Social interactions along with psychological elements are the core bases of contentment with one's job or satisfaction with work and efficiency in personnel and that social work environment deals with relationships at job settings (Agbozo et al., 2017). Kiruja and Mukuru (2013) study on the effect of motivation on employee performance in public middle level technical training institutions in Kenya concluded that the outcome from job out of pay recognition and promotion it might also include

social relationship and that people are motivated to seek social equity in the rewards they receive for high performance. Schechner (2004) in his book titled "Performance" tinted performance and social interaction as indeed and in fact guided by a network of expectations and obligations.

Friendship, one of the motivation factors involved in this study, when tested against performance items it was found to be only affecting building of teamwork among employees at a minimal rate but having no influence on productivity, deadline meeting and helping individual creativity. This implies that MNH employees are viewing presence of friendship among colleagues being a motivating factor as somewhat having less important compared to other motivation items. These results are similar to Kiruja and Mukuru (2013) study where needs relate to desires for friendship, has been found to not having a leading important motivation factor but generally included with other motivating factors like belongingness, love, and acceptance within a given community of individuals. However, friendship in line with other factor like intimacy and family was found to have impact on individual's ability (Gabriel, 2016)

Recognition on job performance was viewed to be of very important in the motivation of employees of MNH as it was found to have a positive significant relationship among most of the performance items tested. This implies the important of having this scheme well and keenly developed and implemented to enable the organization generating a happy team. This does involve the whole exercise of rewarding and incentives as compensation to top performers. The study findings concur with Niwamanya study in 2016 who found that praise and recognition are considered to be

stronger motivators than money and that managers should use recognition to enhance lower-end needs according to Maslow (1943) and inspiring techniques such as encouragement to meet higher needs. Robescu and Iancu (2016) findings explained recognition as a reward for employee performance, which is defined as a confirmation, approval and appreciation of the real (praise, not fake) and that, there are several ways that may arise recognition that can include a verbal or written praise, formal or informal, public or privately managed. A study by Sari in 2016 found that recognition and rewards to have great impact to employees' motivation and satisfaction. When the employee receives the acknowledgement they deserve for a job well done, the satisfaction will increase.

It was also revealed that employees having confidence and self esteem are important only to have effect on the teamwork among working staffs but not affecting other areas like productivity, creativity and deadline meeting among the performance items tested to be correlated and for this reason MNH employees perceive this factor solely on the view of building spirit as a general performance but not individual perspective which is creativity and productivity. The findings congruent with Maslow's hierarchy of needs theory (1959) that placed self esteem and confidence at the higher stage and that most of the needs should have been met first before a person is desiring for a top motivation factor which ought to be at the final stages when one is about to quit the job got fed up with the current job he has lived for a long, sees nothing new can motivate working morale. Kiruja and Mukuru (2013) stated that lower-level needs such as the physiological and security needs must be met before upper-level needs such as belongingness, esteem, and self-actualization can be motivational. Mosses

(2017) study findings described self esteem as characterized by individuals with ideas to dominate and want to lead and that they are motivated by power and have a strong urge to influential and controlling.

5.4 Chapter Summary

This chapter has presented discussions on the findings areas of the study where weight has been put on the types of motivation strategies that Muhimbili national hospital employees are receiving from their employer where among other things monetary rewards like eventually allowance, vouchers as well non monetary rewards that included extended leave, certificate of appreciation promotions and recognitions were offered. The researcher also focused discussions on employees satisfaction with the motivation strategies and wrapped up with discussion on relations between motivation strategies and employee's performance where significant correlated was established.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.1 Conclusions

6.1.1 Types of Motivation Strategies that MNH is received from their Employees

From the study it can be concluded that, MNH organization understand the importance of providing employees with motivation packages incentives but they lag behind time as most of the packages were found to be outdated therefore need to be rejuvenated to suit the current need where employees perception of motivation strategy varies from one person to another. It can also be concluded that, MNH organization acknowledged lack of improved relationship with its employees where employees' voice and participation in policy making were not given a significant attention therefore de-motivated them in one or other ways therefore reform is important.

6.1.2 Employee Satisfaction with Motivation Strategies

The study concluded that MNH employees are not happy with a variety of motivation strategies offered to them by employer, which were deemed to be uncompetitive. It can be observed that MNH organization developed and implemented different motivation strategies but failed to keenly assess its effect on the employees' motivation and performance and therefore employees were not satisfied provided that one motivation package may not suit the need of every employees as people differ in ambitious and goals.

6.1.3 Relationship between Motivation and Employee Performance

The study concluded that relationship between some of the motivation items (independent variables) and performance (dependent variables) is of very significantly. It can be concluded that some of these motivation items namely job security, sexually intimate, recognition and carrier advancement do affect performance of employees in the direct line which means they must be given a prior by management when looking for happy team which delivers. The study also concluded that, social interaction, friendship and morals and responsibility must also be observed even if its influence to motivation is minimal.

6.2 Recommendations

6.2.1 Types of Motivation Strategies that MNH is received from their Employer

The study revelation that a range of motivation strategies provided by MNH organization to its employees are aged provide the need for management to regularly review its strategies and improve incentives packages, and keenly follow up with feedback to ensure that the team is timely rewarded and mostly important motivated. Additionally, it is recommended for the organization to include other motivation strategies like regular training and mentorship, which helps keep the dream team bonded for quite a long.

6.2.2 Employee Satisfaction with Motivation Strategies

The study revealed that the organization did not satisfy the motivation needs of the employees' and therefore affected their output. The study recommend that organization revisit its policy towards rewarding, review the amount of packages offered and also widen the scope of rewarding to include many categories where

individual or team efforts have been observed and also increase for more employees participation in the policy making. This can help boost morale of the working class and therefore performance is promised.

6.2.3 Relationship between Motivation and Employee Performance

Guided by Maslow's Hierarchy of need theory and Herzberg Two Factor theory where motivation and performance items were borrowed and correlated using Pearson's Correlation, where the study reveal that job security, sexually intimate, recognition and carrier advancement have a significant relationship with performance of MNH employees, therefore it is recommended for these factors to be given prior and weight when organization developing policy and other regulations regarding incentive schemes.

6.3 Chapter Summary

This chapter has presented conclusions and recommendations on the findings areas of the study where the researcher, putted in mind that the employer acknowledged discrepancies in the whole rewarding system that even if they recognize and reward the team accordingly but the strategies in action lacked regular review since they are aged and for this reason rejuvenation deemed necessary to ensure the employees are happy to a competitive advantage and therefore performance is achievable. The researcher also concluded that there is a very significant relation between motivation strategies and performance which in turn affect employees working morale and therefore it has been recommended for the organization to revisit its incentive scheme and widen the scope of employees' participation in the policy making.

6.4 Limitations and Areas for Further Studies

The focus of this study addressed motivation strategies, satisfaction of motivation strategies and in the end it examined the relationship between motivation and employee performance at Muhimbili National Hospital. Future studies need to address the influence of intrinsic and extrinsic motivation on organizational performance in another industry such as transport sector. Furthermore, this study analyzed the relationship between motivation and employee performance using Pearson correlation method, other studies need to analyze the relationship using methods such as linear regression analysis or structural equation modeling. Additionally, future studies should be a comparative analysis between two different sectors such as mining and transport to determine the effect of motivation strategies on employees' performance.

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APPENDICES

Appendix 1: Questionnaire

Respected madam/sir,

As a part of my project I would like to gather some information from you, which will help me in an in-depth study of project. I would be obliged if you co-operate with me in filling the questionnaire. Since the questionnaire is being used for academic purpose, the information gathered will be strictly confidential.

(A) General Information

1. Age	15-25	
	26-35s	
	36-45	
	46 and more	

2. Academic qualification ...

i) Certificate	
ii) Diploma	
iii) Degree	
v) Master Degree	
vi) Ph.D	
vii) Any other ...	

3 Gender...

i) Male ☐

ii) Female

4. Position

i) Doctor

ii) Nurse ☐

iii) Supporting staff

IV) Others specify...

SECTION B: MOTIVATION STRATEGIES

You are kindly asked to respond to the following questions by putting a (✓) once at the end of each statement indicating your level of agreement or disagreement regarding satisfaction on motivational strategies on a 5-point Likert scale 5 (Highly satisfied), 4(satisfied), 3(Neutral), 2(Dissatisfied),1(highly dissatisfied).

|

No	Statements	1	2	3	4	5
Qn.5	Are you satisfied with the provision of food this organization is providing to you?					
Qn.6	Are you satisfied with the terms of employment contract presented to you by this organization?					
Qn.7	Are you satisfied with the job security that is provided to you by this organization					
Qn.8	Are you sexually intimate with your partner helps you to focus on your work?					

Qn.9	Does social interaction with co-staffs helps to spontaneously maintain your ability and competitiveness towards performance?					
Qn.10	To what extent are you satisfied with level of friendship existing between management and employees and employee to employee?					
Qn.11	Does presence of Morals and Responsibility in the organization help you to achieve your personal goals?					
Qn.12	Does this organization acknowledge and recognize your work efforts?					
Qn.13	How far are you satisfied with organizational policy in helping you advance your carrier?					
Qn.14	In the development of self esteem and confidence, how far are you satisfied with organizational desire in creating a sense of personal responsibility and passion at work?					
Qn.15	Being one of the employees here, do you feel the community recognize you as belongs to them?					
Qn.16	Does the work itself motivate you towards high performance?					

SECTION C: EMPLOYEE PERFORMANCE.

You are kindly asked to respond to the following questions by putting a (√) once at the end of each statement indicating your level of agreement or disagreement on employee performance on a 5-point Likert scale 5 (Strongly agree), 4 (Agree), 3 (Neutral), 2(Disagree), 1(Strongly disagree).

	Motivation effects to Performance	1	2	3	4	5
Qn.17	With regard to motivation factors existing in the organization, I consider my performance to be above average in terms of productivity.					
Qn.18	I complete all my tasks in time and meet all dead lines ahead of me					
Qn.19	Presence of Motivation factors in the organization helps me to create a sense of creativity.					
Qn.20	Teamwork among colleagues helped me to improve my performance					
Qn.21	In my opinion motivation is the only reason for employees improved performance					
Qn.22	There are other factors apart from motivation, which contribute to improving employees' performance in the organization					

Thank you for your kind co-operation

Appendix 2: Interview Guideline

Dear madam/sir,

As part of my research study which is purely academic, I would like to ask some few minutes with you conducting an interview through direct questions which will help me gather important information in completion of my studies and the exercise itself is strictly confidential in accordance with your organization ethics and regulations.

1. What types of motivation strategies do you give to your employees?
2. In your opinion, do you think your employees are satisfied with the motivation they received from you?
3. In your opinion, what do you think should be done to make sure that employees are satisfied with the motivation?
4. What type of motivation strategies do you think MNH employees need to improve their performance?

Appendix 3: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF RESEARCH, PUBLICATIONS, AND POSTGRADUATE STUDIES

Kawawa Road, Kinondoni Municipality,
P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.out.ac.tz>



Tel: 255-22-2666752/2668445
Ext.2101
Fax: 255-22-2668759,
E-mail drps@out.ac.tz

21st of September 2019

To Executive Director,
Muhimbili National Hospital,
P.O Box 65000,
Dar es salaam.

RE: RESEARCH CLEARANCE FOR EMMANUEL JOSEPH (PG201702460)

The Open University of Tanzania was established by an act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No. 55 in the official Gazette. The act was however replaced by the Open University of Tanzania charter of 2005, which became operational on 1st January 2007. In line with the later, the Open University mission is to generate and apply knowledge through research. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Mr. EMMANUEL JOSEPH of registration number PG201702460 pursuing Masters of Human Resources and Management (MHRM) We hereby grant this clearance to conduct a research titled *“Effects OF Motivation On Employees’ Performance At Muhimbili National Hospital”*. He will collect data at Muhimbili National Hospital (MNH) starting from 24th September 2019 to 31st of October 2019..

Incase you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820. We lastly thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours sincerely,

Prof Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

