THE EFFECT OF MOTIVATION ON PERFORMANCE OF LIBRARIANS AT UNIVERSITIES IN TANZANIA: A CASE OF THE UNIVERSITY OF DODOMA

SHUFAA MNYOTY

A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN LIBRARY AND INFORMATION MANAGEMENT (MLIM) OF THE OPEN UNIVERSITY OF TANZANIA

2019

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: *"The Effect of Motivation on Performance of Librarians at Universities in Tanzania: A Case of the University of Dodoma"* in partial fulfillment of the requirements for the Degree of Master of Arts in Library and Information Management (MLIM) of the Open University of Tanzania.

....……………

Dr. Cosmas B. M. Haule

(Supervisor)

....

Date

COPYRIGHT

DECLARATION

I**, Shufaa Mnyoty,** do hereby declare that, this dissertation is my original work and it has not been presented to any other university or higher learning institution for any similar award.

…………………………………

Signature

………………………………

Date

DEDICATION

This dissertation is dedicated to my sister; Aisha Idd Mnyoty who has been a source of my personal life success, encouragement and support throughout my academic development endeavor.

ACKNOWLEDGEMENT

ABSTRACT

The purpose of this study was to assess the effect of motivation on performance of librarians in the universities based on the library staff from the University of Dodoma. The study employed a cross-sectional survey design involving a convenient sample of 100 respondents. The data collection instruments used in the study included documentary reviews, structured interview, observation, and questionnaire. Content analysis and descriptive statistics were used to analyse the collected data. The study found that the university uses a variety of rewards to motivate its staff such as token honorarium, extra duty allowance, and certificate of achievement, best worker award and promotion. Besides, the study found the joint librarians' meetings between the University of Dodoma and St. John University of Tanzania to be the major training ground for librarians at the university. Moreover, the study revealed ineffective participation of workers as most of the decisions are made by top management and management do not consider regular meetings with workers as important. In addition, the study found that lack of workers' involvement in performance appraisal has resulted into failure to solve problem of mismatch between increased library users and insufficient library personnel. The study concludes that for librarians to behave and work effectively, then, there should be free communication to and fro that will make workers get feedback in the right time. The study recommends the University of Dodoma management to consider the more rewards library staff as they shoulder a heavy workload.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF APPENDICES

LIST OF ABBREVIATIONS

CCM	Chama Cha Mapinduzi
CSC	Client Service Charter
DHET	Department Of Higher Education and Training
EEA	Enterprise Engagement Alliance
HEIs	Higher Education Institutions
HRMC	Human Resource Management Committee
ISA	Institutional Self-Assessment
LGA	Local Government Authority
OPRAS	Open Performance Review and Appraisal System
P4P	Payment for Performance
PSRP	Public Sector Reform Programme
SA	Self Assessment
SAQA	South African Qualifications Authority
SASE	Selected Accelerated Salary Enhancement
SJUT	St. John's University of Tanzania
UDOM	University of Dodoma
URT	United Republic of Tanzania

CHAPTER ONE

INTRODUCTION

1.1 Overview

This chapter covers the background of the study, statement of the problem, objectives of the study, research questions, significance of the study, limitations, and delimitations.

1.2 Background of the Study

In the present global economy, most employers have realized that for their organization to compete and perform successful, the motivation of their employees is very important. For this reason, many employers have put several mechanisms in place to ensure that their employees are motivated and jobs performance is optimum achieved.

According to Ran (2009), employers are faced with the task of motivating employees and creating high job satisfaction among their staff. This involves developing programs and policies that embrace job satisfaction which serve to motivate employees. When the employer understands the benefits of motivation in the workplace, then the investment in employee-related policies can be easily justified. Since, if the employees are not satisfied with their jobs and not motivated to fulfill their tasks and achieve their goals, the organization cannot attain success.

However, the task of motivating employees is difficult as people have different needs that are continuously competing with each other. According to Allan *et al.* (2001)

motivation is defined as an inner state of mind that causes a person to behave in a way that endures the accomplishment of stated goals. In that case, motivation is something, which impels a person to act upon, and is a cause to or a reason of behavior. Motivation therefore it deals with understanding of various things for example needs or wages, which prompt people to do things.

According to Campbell (1990), job performance is the set of an employee's behaviour that can be monitored, measured, and assessed at individual level. In that case, individual behaviours are supposed to be in agreement with the organizational goals. Therefore, the optimum performance within the university library is related to achieving the quality, quantity, cooperation, dependability and creativity of the library personnel. Job performance needs to comply with knowledge acquisition, skills development and of course good personal values, which come as a reward of the employee having an annual salary increase and promotion.

Lamptey *et al*. (2013) study on motivation and performance of librarians in public universities in Ghana found that motivation contribute 47 percent of performance. This come as reported by Lawson (2018) in another study in Ghana that attitude of library staff toward work is dependent on their level of motivation. According to Moorhead and Griffin (1998) as cited by Lamptey *et al*. (2013) other factors, which contribute to performance being ability and environment.

In order for librarians to manage and supervise other staff there is a need to have a proper staff development. Saka and Haruna (2013) study in Nigeria found that staff development is an important motivational factor in job performance of librarians. In

that case, no matter how automated an organization may be high productivity depends on the level of motivation and the effectiveness of the workforce so staff training is an indispensible strategy for motivating workers. One way managers can instigate motivation is to give appropriate information on the sentences of their actions on others (Adeyinka *et al.,* 2007).

Similarly, the Tanzanian government recognizes the importance of motivating workers in all civil servants sectors, including those working in public universities especially librarians. The Employment and Labor Relations Act No. 6 of 2004, Public Service Management and Employment Policy of 1999, Public Service Act No 8 of 2002 as amended by Act No. 18 of 2007, Public Service Schemes of 2003 and Public Service Regulations of 2003, which came after the enactment of the Public Services Act, No. 8 of 2002, all specify the types of motivation to be administered to civil servants and give guidance on the modalities of their administration. Similarly, the Government Standing Orders of 1994 clearly specify issues related to public institutions workers, namely: training, leave, participatory personnel appraisal system, worker participation in discussing their job requirements and welfare, promotion, supervision, recognition and respect, housing, a safe and supportive working environment.

However, as noted by Lawson (2018) in Ghana, the demotivation of librarians is rampant as poor working conditions, poor remuneration, unfair training policies, accommodation problems, lack of promotion prospects, and poor funding to libraries continue to be reported. In that case, this study examines the effects of motivation on performance of librarians at the University of Dodoma.

1.3   Statement of the Problem

Globally, most employers have realized the need for motivation in order to enhance employees' performance. As noted by Dina and Olowosoke (2018) motivation is of o prime importance in determining the performance of library personnel. Since, university libraries are established to make support on learning activities, teaching, research and service to entire community where the university is located (Akanbi, 2011).

In many university libraries the motivation is not taken as a mother concept towards the library performance (Akanbi, 2011). This is due to the fact that in the academic institutions there is a common mistake done for categorizing the staff into two groups, the academicians and administrative staff only. The Librarians are taken as a small unit. UDOM staffs are facing the same problem, which needs to have a permanent solution. Since when left unattended the staff will remain less motivated and hence leading to low level of performance.

Maro (2002) study found that organizational policies, compensation, work conditions and advancement were the major determinants of job satisfaction and organizational commitment among academic staff at the University of Dar es Salaam. As reported by Kalimullah *et al.* (2010) motivation of librarians will cause satisfaction, which directly influences performance. Both Muze (1987) and Leshabari *et al*. (2008) studies found that lack of motivation was behind job dissatisfaction .As noted earlier by Mwakilembe (1981) and Sanga (2007) lack of good motivation policy especially on career development contributed to job dissatisfaction.

In order to sustained motivation and enhance librarian performance, to sustain motivation the University of Dodoma invite stakeholders and development partners. "We invite individuals, institutions, development partners, the private sector, philanthropic foundations, and well-wishers to join us in this exciting initiative. Embracing knowledge is our motto. We are committed to create an outstandingly attractive environment to study and work. We are committed to build the University of Dodoma to an institution of global standing, capable of harnessing the power of knowledge to serve humanity. Join us in whatever way you can" (UDOM, 2007:2). In that case, the employee side is expected to perform all of the statutory duties and functions so as to achieve the set objectives of their university library (Akanbi, 2011). On the other hand, the management team is also expected to reward them accordingly as far as the motivation is concerned. Accordingly, the University of Dodoma needs to hire, retain and motivate employees to effectively perform tasks assigned by the organization. According to Rule 25 and Rule 27 of the First Schedule to the University of Dodoma Charter of 2007, university staff (employees) consists of academic staffs and administrative staffs respectively. This implies that UDOM is committed to motivate her employees, including librarians, so that their recognition would contribute to firm's effectiveness. This study therefore aims to assess the effects of motivation on performance of librarians at universities a case study of The University of Dodoma.

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study is to assess the effect of motivation on performance of librarians in the universities in Tanzania a case study of The University of Dodoma.

1.4.2 Specific Objectives

The specific objectives of this study were:

(i)   To determine mode of reward and recognition of workers at UDOM.

(ii)   To examine training opportunities and career development at UDOM.

(iii) To explore level of worker's participation in decision making at UDOM.

(iv)   To assess work performance appraisal and feedback system used by management at UDOM.

1.5   Research Questions

(i)   What are the modes of reward and recognition at work?

(ii)   What are the levels of training and career development?

(iii) How much the level of participation and decision making is?

(iv)   How much level of performance appraisal and feedback system is?

1.6   Significance of the Study

It is expected that the outcomes of this research will gauge the need for review and a basis for improve work relation between management of the organization and staff. The study explores and confirms a particular hypothesis represented by a problem statement, specific objectives and research questions.

For modes of reward and recognition at work- the study will show the way that rewards can motivate employee to contribute the best effort to generate innovative ideas that leads to better business functionality as a result of improving the organization performance.

Levels of training and career development- the study will help to modify employee behavior and attainment of the organization goals and objectives

Level of participation and decision making – the study will make awareness and sensitizing the human relations approach to management and influence a good approach of decision making in the organization.

Level of performance appraisal and feedback system – the study will show the comparison between the present performance of an employee and already established standards to measure the performance in order to know the position of the employee to the organization. The appraisal helps to provides feedback about the performance level of an employee and the organization at all.

1.7   Limitations

Given the exploratory nature of this research, the sample used concentrated on motivation to libary workers in the higher learning institutions and The University of Dodoma in particular. Findings generalization and references made should be used with caution in the context of the sample frame employed. Likewise, information confidentiality syndrome seemed to be prevalent across the whole spectrum of society, which   reflected poor cooperation from respondents, incomplete responses and inaccurate answers. In addition, some empirically captured evidence was in the form of stories instead of more systematic information.

1.8   Delimitations

The study was conducted in Dodoma, Tanzania. The major emphasis of the study was to assess the effect of motivation on performance of librarians in the universities a

case study of The University of Dodoma. Infact the topic was a bit wider; the study did not cover the total numbers of the entire population in the field except to the specific sample selected. The time limit also is another factor contributed to select a few elements to be included in the sample so as to be able to make generalization from the results.

1.9   Summary

This chapter as stated above it covers the background of the study, statement of the problem, objectives of the study, research questions, and significance of the study, limitations, and delimitations.

The chapter introduces the topic and shows clearly how the motivation is important and needed by the librarians in order to increase moral, efficient and performance of the organization. It shows how motivation becomes more important in order to build goodwill and relationship among the employees on one side and employers on another side.

The chapter one explains about the previous experience on how the librarians were treated in an organization and how motivation policy if it will be exercised will help to improve the performance in an organisation.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter is intending to give in detail theoretical background laid down by different authors with respect to motivation. It looks to various definitions that will enable the study to derive a proper and concise definition for the purpose of this study. It further presents theoretical ground on the Concept of Motivation and its Importance. In this chapter various issues on findings will be discussed.

2.2   Conceptualization of Key Terms

2.2.1   Motivation Phenomenon

According to *Allan et al., (2001)* motivation is defined as an inner state of mind that causes a person to behave in a way that endures the accomplishment of stated goals. The term motivation is something, which impels a person to act upon, and is a cause to a reason of behavior. In that case, motivation therefore deals with understanding of various things for example needs or wages, which prompt people to do things.

In any case an organization wants their employees to perform their tasks to the best of their abilities, yet motivation remains a difficult factor to manage. This comes as motivation as a concept is an abstract construct. Since, different motivational strategies can produce different results at different times and place. For this reason, successful work performance can arise from a variety of motives. For instance, two people doing similar jobs may both be successful for different reasons. One salesperson may be motivated by the commission earned on sales, while the other may be more concerned about achieving sales targets. This creates a fine distinction in the

subject matter because motivation to enhance performance varies from person to person and from organization to organization (Daft, 2009).

In most cases, there is no single motivational strategy that can produce guaranteed favorable results at all times. This proves that motivation act as a catalyst to the work performance in achieving a desired goal or objective. In that way, Chowdhury (2007) equate motivation to a progression of moving and supporting goal-directed behavior. Although, Mullins (1999) argued that employees' aspirations and target do not always match with what their employer can provide, provision of proper motivation can significantly influence the attitude of workers towards their jobs and hence affect the performance of such employees on the job. For employers who successfully motivate their staff, it often translates to less absenteeism and turnover, greater satisfaction and commitment and ultimately higher productivity or performance in the work place.

There is need to understand why people choose to perform satisfactorily; why some people appear to be committed to their jobs and others are often absent. There is also need to find out what rewards and incentives individuals value so that where possible, it could be provided. People are usually willing to work harder when for sure they expect to benefit by doing so (Stoner, 2002).

On the other hand, Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farhad *et al.,* 2011). This explanation suggests that in order to attain desired targets; individuals must be satisfactorily energetic and be clear about their destinations. In view of Bedeian (1993) it is an internal drives to satisfy an unsatisfied need and the

will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It symbolizes those psychological procedures that foundations the stimulation, route, and determination of deliberate actions that are target oriented (Farhad *et al.,* 2011).

Halepota (2005) conceives motivation as a person's active participation and commitment to achieve the prescribed results. On its nature, motivation is a human psychological characteristic that contributes to a person's degree of commitment. It is an internal strength that drives individuals to pull off personal and organizational goals (Reena *et al.,* 2009). Motivation is a set of courses concerned with a kind of strength that boosts performance and directs towards accomplishing some definite targets (Kalimullah *et al.,* 2010).

According to Barron (1983), it is an accrual of diverse routes, which manipulate and express our activities to attain some particular ambitions (Rizwan *et al.,* 2010). Awases *et al.* (2004) argued that since commitment is a product of motivation there must be a mechanism to find out what rewards and incentives to individuals has got so that where possible, it could be provided or rewarded. It is very important in the consideration of the performance and output of employees in organizations. In that case, motivation is essential to organizational effectiveness and is a predictor for performance of employees (Stoner, 2002).

2.2.2 Employee Motivation

Human resources in any organization have the capability to create competitive advantage for their organizations. Normally, employee performance depends on a

large number of factors, such as motivation, appraisals, job satisfaction, training and development. Kalimullah (2010) suggested that motivated employees tend to align their goals with those of the organization and directs their efforts in that course.

In that case, the organizations become more successful, as their employees continuously look for ways to improve their work. However, as argued by Santrock (2009) getting the employees to reach their full potential at work under stressful conditions is a tough challenge. But, this can be achieved by motivating them, which is in line with the Herzberg, Mausner and Snyderman (1959) study on relationship between motivation and productivity among 200 engineers and accountants. The Herzberg's study resulted into the motivation-hygiene theory of motivation. The theory suggests that certain factors (motivator factors) lead to job satisfaction, whereas others (hygiene factors) prevent dissatisfaction but cannot engender satisfaction. Motivator factors are factors that are intrinsic to the job, such as the content of the work itself and the availability of opportunities for responsibility, advancement and recognition for achievement (Santrock, 2009). A model of worker motivation should therefore be able to differentiate between different types of worker and treat the wants, expectations and attitudes towards work as 'culturally determined variables, not psychological constants' (Irons, 2008). Even though the fact that motivation is very important to determine employee's ability, so there are other factors such as the resources given to an employee to perform his or her job.

2.2.3 Empowerment

Empowerment is defined as an approach to leadership that empowers subordinate as a main constituent of managerial and organizational effectiveness (McClelland, 1975;

Kanter, 1977; Kanter, 1979; Block, 1987; Kanter, 1989; Bennis, 1989 as cited by Honold, 1997). Bowen (1992) as cited by Amin *et al.* (2010) expressed empowerment as a form of leadership which permits employees to formulate decisions, that is, giving authority and liberating potential of employees. The main driving force of empowerment is having larger control over 'how' jobs are done and carried for more growth and productivity (Smith, 1997). This is also in accordance to Tannenbaum (1968) study on internal organization power and control as cited by Honold (1997), which illustrated that the distribution of power and control enhances organizational effectiveness.

On the other hand, Rappaport (1987) as cited by (Amin *et al.,* 2010) defines empowerment as a process of mastering of problems of organizations by people, organizations and societies. In that case, empowerment makes employees feel that they are appreciated. Smith (1997) suggests that for making it possible continuous and positive feedback on their performance is essential. According to Pastor (1996) as cited by Amin *et al.* (2010) for victorious appliance of empowerment it is essential for an individual to do efforts and take actions in an environment where they are responsible for what they are doing. Since, employee contribution and their energetic participation in configuring up the organization are tremendously essential to the motivation consideration from the employer so as to build good working condition and other benefit to their place of work (Matthew, 2009).

Employee empowerment and participation consists of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization. According to Chao *et al.* (1994) as cited by Reena *et al.* (2009)

employees' perceptive of the goals, standards and political principles of their firms were positively and significantly related to employee motivation and gratification towards work. The empowerment results in motivating employees that leads to constant expansion and organizational growth (Smith, 1997). In most cases, empowerment directs faster decision of customer troubles for the reason that employees did not dissipate time referring customer objections to managers. This increased autonomy enhances work productivity, amplifies employees' wisdom of self-efficacy and their motivation to get upon and complete certain tasks (Mani, 2010).

According to Brewer *et al.* (2000), managers should regard employees in decision-making procedures. Since, employee participation in organization measures develops motivation and job-satisfaction level (Bhatti and Qureshi, 2007; Reena *et al.,* 2009). Sanderson, (2003) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively (Amin. *et al.,* 2010). Kuo *et al.,* (2010) recommended that together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation (Reena *et al.,* 2009). More the loyalty towards the organization and higher the motivation works best for the effectiveness and growth of a business.

Moreover, Neuman (1989) judges participative decision making as a set of planned procedures for systematizing individual sovereignty and autonomy in the perspective of faction accountability and associated to system-wide control. The employee participation and empowerment not only direct to efficiency, effectiveness and innovation but they also boost employee gratification, work motivation and trust in the

organization (Constant, 2001). Baldoni (2005) in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work. He elaborates it that empowerment grants people with responsibility and authority to act as it puts people in control of their own destinies. Also he further argues that everyone needs to be recognized about how and what work they have done and next time they do it more efficiently for the sake of more recognition since its fundamental to our humanity.

As part of the rules for success Iberman (1995) give much importance to employee involvement and empowerment in decision making and task completion. According to Iberman (1995) as cited by Matthew *et al.* (2005) employees involvement increases commitment and understanding. The above literature and studies fully supports the second hypothesis that empowering employees increases their motivation towards work.

2.2.4   Job Performance

Campbell (1990) defines performance as behavior, that is, something done by an employee. This concept is different to outcomes. The outcomes result partially from an individual's performance, but they are also the result of other influences. In other words, there are more factors, which determine outcomes than just an employee's behaviors and actions. Campbell allows for exceptions when defining performance as behavior. For instance, he clarifies that performance does not have to be directly observable actions of an individual. It can consist of mental productions such as answers or decisions. However, performance needs to be under the individual's control, regardless of whether the performance of interest is mental or behavioral.

Job performance assesses whether a person performs a job well. Job performance, studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Performance is an important criterion for organizational outcomes and success. Campbell (1990) describes job performance as an individual-level variable, or something a single person does. This differentiates it from more encompassing constructs such as organizational performance or national performance, which are higher-level variables (Campbell, 1990).

Another closely related construct is productivity. One can think of productivity as a comparison of the amount of effectiveness that results from a certain level of cost associated with that effectiveness. In other words, effectiveness is the ratio of outputs to inputs—those inputs being effort, monetary costs, resources, etc. Utility, another related construct, is defined as the value of a particular level of performance, effectiveness, or productivity. Utilities of performance, effectiveness, and productivity are value judgments.

2.3   Review of Theoretical Frameworks

From the literature gathered for the study, the factors that enhance employee motivation are fair pay, incentives, special allowances, fringe benefits, leadership, encouragement, trust, respect, joint decision making, quality of supervision, adequate working relationships, appreciation, chances for growth, loyalty of organization, identification and fulfillment of their needs, recognition, empowerment, inspiration, importance attached to their job, safe working conditions, training and information availability and communication to perform actions.

2.3.1 Maslow's Hierarchy of Needs

The Hierarchy of Needs theory was developed by Abraham H. Maslow, a professor at Brandeis University in 1943. The Maslow's theory is based on the idea that individual's work is for satisfactions of human needs, such as food and complex psychological needs such as self-esteem. He coined the term Hierarchy of Needs to account for the roots of human motivation. He came out with an exciting treatise on needs of the individuals and pointed out that motivation depends on the realization of needs. Once lower level needs are met, higher level motivators awaken. Further extended his idea that if the needs and desires of individuals are realized, then, they will be motivated (John, 2005). Maslow classified needs into five categories:

(i) Physiological Needs – needs required to sustain life such as: air, water, food, and sleep. These are needs that are basic to existence.

(ii) Safety and Security – Once physiological needs are met, one's attention turns to safety and security in order to be free from the threat of physical and emotional harm. Such needs maybe fulfilled by: living in a safe area, medical insurance, job security, and financial reserves.

(iii) Social Needs –Social needs are those related to interaction with others and may include: friendship, belonging to a group, and giving and receiving love.

(iv) Esteem Needs – After a person feels that he or she belongs, the urge to attain a degree of importance emerges. Esteem needs can be categorized as both external and internal motivators. Internally motivating esteem needs are those such as self-esteem, accomplishment, and self-respect. External esteem needs are those such as reputation, social status, and recognition.

(v) Self-Actualization – is the summit of Maslow's motivation theory. It is about the quest for reaching one's full potential as a person. They are said to have frequent occurrences of peak experiences, which are energized moments of profound happiness and harmony. According to Maslow, only a small percentage of the population reaches the level of self-actualization.

For the workers to contribute to their optimal capacity to their library's productivity and growth, the management of universities has a role to be played. For example in physiological needs: It is important to provide a salary scheme that would enable the library staff to buy life's essentials. There must be enough workspace, economically-designed workstations, appropriate temperature, convenient and reasonable foodservice facilities.

According to Maslow, organizations must provide employees with a salary that enables them to afford adequate living conditions. The need help to determine motivation and performance. Motivation involves effort, persistence, and goals (Maslow 1959). An unsatisfied need is the starting point in the motivation process and becomes the first link in the chain of events leading to behavior.

The unsatisfied need leads the individual to perform on his behavior to satisfy the need. Maslow's hierarchy of needs is apparent in library employment. Acquiring a job and looking for job security help satisfy physiological and safety needs. When those needs are satisfied, employees look to their need for belonging and self-esteem. The need for self-esteem and self-actualization are represented in library development efforts that focus on training, creativity, problem-solving.

2.3.2   Equity Theory

Equity theory was propagated by Adams (1965). The theory posits that perceived inequity is a motivational force. Workers evaluate equity using a ratio of inputs to outputs. The inputs include qualification, experience, effort, and ability whereas the outcomes include benefits. The inequities occur when workers feel that outcomes are not comparable to inputs. In view of this the workers sometimes feel to be exploited because what they got does not keep pace with prices, which lead to imbalances between inputs and outputs. Equity theory indicates likewise has a place in the library. Since, the workers make a comparison on their payments, work schedules, benefits obtained, or any reward with what is being received by other employees in another company or organisation. Unless the reward system is carefully administered, it could result in problems of perceived or actual inequity.

2.3.3   Expectancy Theory

According to Ugah (2008) study on motivation and productivity in the library, expectancy theory was developed by psychologist Victor Vroom in 1966. Vroom asserts that employees are motivated to make choices among behaviours. If employees believe that effort will be rewarded, there will be motivated effort, and that is, they will decide to work harder to receive a reward. The variables in expectancy theory are choice, expectancy, and preference. The choice is the freedom to select from a number of behaviours. Expectancy is the belief that certain behaviours will or will not be successful. Preferences are the values a person attaches to different outcomes.

Expectancy theory can be used in the development of workers in libraries. The logic of expectancy theory is that individuals exert effort for a performance that results in

preferred rewards. Expectancy can be influenced by selecting individuals with particular skills and abilities, providing training, and providing support to achieve a particular level of performance. In view of above I conclude and recommend that the major task for the library management is to discover the potential in each library staff member, and to apply the appropriate motivational strategy wherever is possible. Motivation is an individual matter and the workers need to know and understand those individuals that are eligible to be motivated simply because the individuals have their own goals and aspirations.

On the other hand the management team always asked the individual employees to make the library succeed. In view of all above I can conclude by saying that many concepts laid down from various researchers are aimed to show on how motivation can be the best way of influence the moral of workers so as to increase the job performance. Theories of motivation can help us to understand why people behave as they do.

However, as noted by Donnelly *et al.* (1996) no theory has a universal approach to explain human behavior, because people are too far complex. In that case, the library staffs are the key work force, which provide information services using library resources. How well the services provided depends on how well the library workers are motivated and developed. Motivation is crucial to the development of workers in the library as an organization whose mission is to provide information to

2.4   Empirical Review

According to Houran (2005) no one works for free, nor should they. Since, the employees want to earn reasonable salary and payment, and employers desire their

workers to feel that is what they are getting. Sara *et al.* (2004) suggest that money is the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. They further assert that money has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka *et al.,* 2007).

2.4.1 Modes of Rewards and Recognition of Workers

Rewards is one of the important elements to motivate employees for contributing their best effort to generate innovation ideas that lead to better business functionality and further improve company performance both financial and non-financially. Rewards and incentives have been there since the dawn of humankind and will always be a constant in our daily lives. But careful selection of rewards and continuity of incentives programs are critical in developing a culture of recognition to drive higher levels of engagement and performance. Reward in another side is a kind of motivation to employee in which an employee receives compensation from an organization for exchanging from the service offered by the employee or as the return for work done (Lin, 2007).

In that case, reward refers to the collection of brain structures that try to control and regulate behaviour by inducing pleasure (Ajila and Abiola, 2004). Human resource can be rewarded and optimally utilized through rewarding it using different techniques of significance importance. Carraher *et al.,* (2006) advocates that there should be an effective reward system for organization performance and reward should be related to

their productivity. Thus, organizations must make policies and procedures and formulate such reward system under those policies and procedures, which increase employee satisfaction. Bishop (1987) suggested that pay is directly related with productivity and reward system depends upon the size of an organization.

According to Armstrong and Murlis (2007) reward management refers to the strategies, policies and processes that are required to ensure that the contribution of people in an organization is recognized by both non-financial and financial means. Datta (2012) argues that many organizations consider employees as their main factor in creating organizational value and competitive advantage. As a result, it is important to maintain employees, create motivation and increase job productivity through diverse strategies like rewards. According to Dalvi and Ebrahimi (2013), a well-designed reward system creates a sense of belonging among employees in an organization. It enhances employee growth and development, and increases employee self-esteem and this leads to healthier organizations. Thus, organizational development is based on continued employees' motivation and this can be achieved through total rewards management strategy.

Jiang *et al.* (2009) argues that rewards management systems influence the efficiency of an organization and it also helps it to achieve its goals by increasing motivation and commitment. Danish (2010) emphasizes that effective reward management leads to increased employee motivation and this may in turn enhance employee commitment. As reported by Akanbi (2011) that the employee side is expected to perform all of the statutory duties and functions so as to achieve the set objectives of their university library.

On the other hand, the management team is also expected to reward them accordingly as far as the motivation is concerned. The two way traffic aspects are taken into considerations in order to avoid ambiguity and failure of implementing the motivation policy to the organisation. Rewards and incentives come in many varieties. The mighty come cash, cash equivalents such as pre-paid cards, and non-cash rewards such as merchandise, group and individual incentive travel, paid time off and recognition in the form of praise, choice assignments, corporate travel, career advancement, and many more (Gallup, 2008).

According to Luthans (2000) there are two basic types of rewards, financial and non-financial and both can be utilized positively to enhance performance behaviors of employees. Financial rewards means pay-for performance such as performance bonus, job promotion, commission, tips, gratuities and gifts etc. The management of these Universities uses the Base Pay System. The base pay - refers to the level of pay upon which the rate for the job is established. It is the least amount of remuneration that an employee in a given position can receive. Martin (2010) emphasizes that base pay is the salary that an employee receives and it does not include incentive benefits and pay. Ashield (2007) observes that the base pay may be used to provide a platform for determining additional payments associated with competence, skills and performance.

Additionally, the base pay may be used to determine an employee's life insurance and pension entitlement. According to Jackson *et al.* (2008), base pay is predictable and fixed. This means that employees are guaranteed that they will receive their base pay provided that they report to work and perform within the acceptable levels.

Contingent Pay System is another means used .The contingency pay refers to any form of financial reward that is paid in cash as a bonus or added to the base rate and is linked to an employee's performance, skills, competence and contributions to the organization (Armstrong and Murllins, 2007). According to Njanja *et al.* (2013) organizations use contingency pay in order to reward their employees for meeting and exceeding the set targets. The amount of contingency pay is determined based on the level of performance or on the employee rank in the organization. Additionally, it can be based on career development, competence as well as on the level of skills of the individual employees (Armstrong, 2012). Bryson *et al.* (2013) notes that contingent pay schemes have become essential components of human resource policies all over the world.

This is because they perform an important role in ensuring that organizations become more effective in achieving their goals. Njanja *et al.* (2013) reported that employees who receive large bonuses are likely to improve their commitment in order to receive more bonuses. Thus, contingency pay acts as a means of motivating employees and this enables an organization to achieve its objectives. Armstrong and Mullis (2007) emphasize that contingent pay is regarded as the best method of motivating people in an organization. Shield (2007) argues that contingency pay provides a means through which an organization can define and set the levels of expectations and performance.

Non-financial rewards are non-monetary/non cash and it is a social recognition such as acknowledgement, certificate, and genuine appreciation etc. The non-financial rewards is also called materials award (Neckermann *et al.,* 2008). In the case of project management, it was concluded that rewards shall provide value for money to

the project and contribute to project success. Airlines, to name just one industry, offer loyal customers incentives for free travel, select seating assignments, upgrades, fast check-in, free luggage, etc. The possibilities are nearly endless but the main decision for most incentive program designers boils down to cash vs. non-cash rewards. This is supported by Davis (1961) study in North America where 66 percent of North American employees said recognition and rewards were "important" or "very important" when it came to their decision to stay with their current employer.

A review of the past quarter-century of research into rewards and recognition performed by the Enterprise Engagement Alliance (EEA) in September and October, 2011 found that each year in the United States of America, the organizations spend tens of billions of dollars on cash and non-cash rewards for consumer, distribution partner, sales, and employee incentive programs – including merchandise, gift cards, group and individual travel programs, time off, cash and other incentives. The review combined evidence from more than forty studies, demonstrating that incentive and reward programs can drive engagement – specifically, that programs can drive engagement if they are carefully and deliberately designed to do so. Design, in this case, refers to the selection, mix and delivery of rewards, incentives and recognition depending on the target recipients, resources available and the desired outcomes.

In a recent study involving 2,000 organizations across the United States of America a close and visible connection between incentives and corporate goals was the most powerful of 30 human capital management best practices studied (Gallup, 2008). The study further found that employees, customers and other stakeholders of organizations increasingly seek emotional rewards in addition to tangible rewards. This may be

because an increasing percentage of the population is knowledge-oriented or "white-collar" in the work they do and the purchasing choices they make.

According to Dewhurst *et al.* (2010), there are other means to reward employees that do not just focus on financial compensation. Some of these include the praised that employees are able to acquire from their managers, the opportunity to take on important projects or tasks, and even leadership attention. Supervisor reward power would be positively associated with employee task performance, productivity, satisfaction, turnover, and organizational citizenship behaviors (Simon *et al.,* 1976).

The employee will give their maximum when they have a feeling or trust that their efforts will be rewarded by the management. Other forms of non-cash rewards in recognition of an employee's continued contributions to an organization over a number of years, include a 'Years of Service' award. The 'Years of Service' awards do not often involve financial compensation. But, may include a gift of some kind given at specific intervals, or milestones. The commonly offered awards include: plaques, engraved pens, or group greeting cards (Alvarez, 1992). Apart from years of services award, Alvarez (1992) identified employee appreciation day and bonuses as forms of rewards in common use.

According to Bowen (2000) the old pay reward system in Malaysia has been slowly shifted towards total compensation scheme. This is mainly due to the emergence of new mind set of a new class of worker known as the "Generation Y" born between 1978 and 1988, who focused on their own wants and needs. Correspondingly, John (2001) who called this the new "new pay" pointed out his concern of continues having

a "span of control" mindset in today's flatter and more self-directed environment where it will hold back changes and diminished the organization's productivity. These new challenges in workforce critically affect the rewards and compensation composition and expenses, as well as aligning of human resource management with the organization performance. To maintain strong competitiveness in this new era, every organization especially the small and medium business need to fully understand the power of reward strategy and thus execute effective reward system.

The similar reward systems exist across organizations in the various industries, but the process of development the reward strategy is different depending on the role and size of the organization. Furthermore, this similar reward system contributes to a same definitive goal even though the size of the businesses is varying in the industry. Meanwhile, the responsible personnel play a crucial role as they are the master-minds in managing an effective reward for achieving their company's ultimate mission and vision (Rock, 2009).

Similarly, Stacey (2007) stressed that commitment from the leaders and their team, as well as proper education and communication are all needed to align the business strategy, people strategy with the total rewards. By all means, rewards are part of the business plan to attract, retain and motivate the workers to achieve success in their life, as well as contributing in meeting the company's objective. Overall, it is found that the reward strategy and reward system implemented do have positive impact towards the organizational performance. In respect of financial performance, it increases the sales results and generates higher revenue for the organization. Non-

financially, it helps to meet the strategic objectives of the organization especially on the recruitment perspective and organizational growth prospect (Stacey, 2007).

The reward management system on employees at the Universities in Nakuru County-Kenya has gained increased importance especially in the current dynamic and competitive environment. This is because it enables organizations to recruit and maintain employees as well as to increase organizational productivity (Dalvi and Ibrahim, 2013). The universities in Kenya and in particular Nakuru County, reward management are a factor that looked after. A good number of these universities have poor or no reward management structure that often result to uncommitted employees. The aim of rewards management as asserted by Armstrong (2012) is to ensure that the value of employees and the contributions that they make in an organization is recognized and rewarded.

Another form of reward to employees includes the employee benefits system. This is According to Martin (2010) employee benefits are the range of additional rewards that are provided to employees by an employer as part of their total remuneration package. They are indirect payments made to an employee and they include insurance cover, pensions, company cars, annual holidays and sick pay. Armstrong (2012) emphasizes that employee benefits consist of elements of remuneration, which are added to the different forms of cash pay. The benefits contribute to the security as well as the overall quality of an employee life.

Additionally, employee benefits provide a means through which employers can attract talented employees. This is because the benefits provided by an employer have a

significant impact in influencing the choice of an employee. Hong *et al.* (2005) emphasizes that most employees are attracted to work in places where workers are provided with important benefits. Therefore, employee benefits play an important role in the development of an organization and in improving corporate organizational relations.

In many university libraries, the motivation is not taken as a mother concept towards the library performance (Akanbi, 2011). This is due to the fact that in the academic institutions there is a common mistake done for categorizing the staffs into two groups, the academicians and administrative staffs only. These are the two components and leaving librarians hanging in between and motivation to them is not taken for granted rather than a favors only. For example in the University Of Dodoma (UDOM) other department like accounts are paying risk allowance which attached in the salary package due to the nature of their job performed and leaving the Library department without such allowance.

2.4.2   Types of Training and Career Development

Training is the process of acquiring specific skills to perform a job better (Jucious, 1963). In most cases, training helps people to become qualified and proficient in doing some jobs (Dahama, 1979). Usually an organization facilitates the employees' learning through training so that their modified behaviour contributes to the attainment of the organization's goals and objectives. Van Dersal (1962) defined training as the process of teaching, informing, or educating people so that (1) they may become as well qualified as possible to do their job, and (2) they become qualified to perform in positions of greater difficulty and responsibility.

Flippo (1961) differentiated between educations and training, locating these at the two ends of a continuum of personnel development ranging from a general education to specific training. While training is concerned with those activities which are designed to improve human performance on the job that employees are at present doing or are being hired to do, education is concerned with increasing general knowledge and understanding of the total environment. Education is the development of the human mind, and it increases the powers of observation, analysis, integration, understanding, decision making, and adjustment to new situations.

One of the common forms of training is the in-service training. The in-service is a process of staff development for the purpose of improving the performance of an incumbent holding a position with assigned job responsibilities. It promotes the professional growth of individuals. According to Malone (1984) training is a program designed to strengthen the competencies of workers while they are on the job. In-service training is a problem-centered, learner-oriented, and time-bound series of activities which provide the opportunity to develop a sense of purpose, broaden perception of the clientele, and increase capacity to gain knowledge and mastery of techniques.

According to Malone (1984) in-service training may broadly be categorized into five different types: (1) induction or orientation training, (2) foundation training, (3) on-the-job training, (4) refresher or maintenance training, and (5) career development training. All of these types of training are needed for the proper development of extension staff throughout their service life. Career or Development Training - This type of in-service training is designed to upgrade the knowledge, skills, and ability of

employees to help them assume greater responsibility in higher positions. Malone stated that "career development is the act of acquiring information and resources that enables one to plan a program of lifelong learning related to his or her work life. Career Development Training in Florida was established, developed and designed only for the employees of Florida and Universities. Career Development Training Programme offers employees the opportunity to gain applicable skill-sets for professional growth and development (Malone, 1984).

South Africa has a history of fragmentation in terms of thinking about, organizing, managing and providing career- and labour market-related information, career development, and career counseling services. The Minister of Higher Education and Training has requested the South African Qualifications Authority (SAQA) to assist the Department of Higher Education and Training (DHET) in driving this output for the country. It is for this reason that the Department of Higher Education and Training, together with South African Qualifications Authority, are taking the lead in developing the framework for the coordination of career advice services for the country (Stokely, 2008). In the University of Johannesburg the demand for knowledge workers is on the increase level. The organisations need to balance business needs against the needs of knowledge workers (Zack, 1999).

South Africa is becoming less competitive owing to lack of skills, for example the limited availability of knowledge workers such as Engineers and Librarians (Van Tonder, 2007). With only 44.6 per cent of skilled workers receiving any form of training, South Africa is not investing in the small knowledge worker population, (Smith, 2008). In that case, the prosperity and even survival of any organization

depend on knowledge worker productivity (Drucker, 1999). Then, organisations in South Africa need to address issues concerning knowledge workers. Reliance on knowledge workers creates interesting problems for South African Organizations, as specialisation and dual career ladders are required to ensure that the knowledge residing in the minds of knowledge workers is not lost.

In Tanzania, there are different types of training which have been used. The most common types of training process include orientation, in-house, mentorship, and external training. The training utilized depends on the amount of resources available for training, the type of organization, and the priority the organization places on training. All in all it depending on the type of job and technical training it is required. The technical training is a type of training meant to teach the employee the technological aspects of the job. The training and career development in Tanzania are governed by the Public Service Act in clause of 103(1), which provides the opportunity for training and career development to the staffs. Also the Government Standing Order of 1964 showed the possibility on how training programs can be implemented for public servants. In the universities like UDOM, the University Charter of 2007 Article 26, Rule 23(1) of the first schedule provides the ways to which the exercise can be done. This empowers the Human Resource Management Committee (HRMC) to make an effective planning toward the staff training and carrier development. The University organizes the short term training programs such as seminars and workshops to librarians. Members participate on the seminars and workshops. To other department, UDOM gives the staffs an opportunity to undertake professional examinations such as CPA (T) exams for Auditors and Accountants.

2.4.3   Level of Workers Participation in Decision Making

Workers' participation in management is an essential ingredient of organizational democracy. The concept of workers' participation in management is based on human relations approach to management, which brought about a new set of values to labour and management. Despite the fact that the term "worker participation" is frequently used in International Labour Organization conventions as well as in European Union Directives, there are various definitions of it. Worker participation in a most general sense can be defined as a variety of processes and structures which enable, and at times encourage, employees to directly and indirectly contribute to and influence decision – making in the organization and in the wider society. With respect to the work place, it is seen as any process in the organization that allows workers to exert influence over their work or their working conditions (Arrigo, 2010).

Traditionally the concept of workers' participation in management refers to participation of non-managerial employees in the decision-making process of the organization. The workers' participation is also known as 'labour participation' or 'employee participation' in management. In Germany, it is known as co-determination while in Yugoslavia it is known as self-management. The International Labour Organization has been encouraging member nations to promote the scheme of workers' participation in management (Ozaki 1998).

Britain, in contrast, has quite a different tradition and, historically, employee participation has generally occurred within the framework of collective bargaining. However, the tradition of joint consultative committees is widely established in Britain and these have been regarded by both management and employees as a useful

mechanism for discussing issues. Although formal arrangements have not developed greatly in Britain, Lane makes the point that "Many studies show that British workers in general and craft workers in particular, enjoy considerable control over various aspects of their immediate work environment. Informal understandings between workers and management established by long-standing custom, grant workers a whole range of rights which, in some respects, surpass those enjoyed by German workers". Be that as it may, British multinational companies and trade unions are recognizing continental European employee participation models; and this despite the 'social opt-out' from the UK Government. The motivation for this clearly stems from the need all European countries have to respond to recent social and economic changes (Arrigo, 2010).

The workers' participation in management implies mental and emotional involvement of workers in the management of an organization. It is considered as a mechanism where workers have a say in the decision. Kumar (1981) identifies the main advantages of employee participation in decision making to include people becoming ego-involved in group process of decision-making to which they have their in-put, a higher rate of out-put and increased quality, a reduction in turn over, absenteeism and tiredness, a reduction in number of grievance and more peaceful manager-subordinate relations, a greater readiness to accept change and improves quality of managerial decisions.

However, Graham and Bennett (1998) identified a number of disadvantages of involving employees in decision making such as employees tending to take the short term views and many oppose decision which may benefit the company in the long run

but do support decisions that rewards employees in the immediate future. In addition, innovation and interpose may be discouraged. Besides, employees' participation at company policy level needs cumbersome machinery that is only possible and genuine in small companies. Another disadvantage is being the lack of responsibility for making the best use of the company's assets and maximizing profit among employees. Whilst, the managers of the company might have this responsibility and their decision must recognize it. Also, involving employees in decision making is time consuming; many decisions have to be made urgently. Finally, most employees do not have technical knowledge on which to bare the majority of decisions.

According to Ozaki (1998) the philosophy underlying workers' participation is based on the following principles:

(i)   Democratic participation in decision-making;

(ii)   Maximum employer-employee collaboration;

(iii)   Minimum state intervention;

(iv)   Realization of a greater measure of social justice;

(v)   Greater organizational efficiency; and

(vi)   Higher level of organizational health and effectiveness.

As a form of labour management cooperation the philosophy of worker's participation has been variously understood and practiced as a system of joint consultation in organization. Consequently, participation has assumed different forms, varying from mere voluntary sharing of information by management with the workers to formal participation by the latter being in actual decision-making process of management. It is the process therefore by which subordinate employees, either individually or

collectively, become involved in one or more aspects of organizational decision making within the organization in which they work (Ozaki, 1998).

According to Ozaki (1998) there is different forms of participation, namely, collective bargaining, works Councils, joint management councils and committees, and board representation. Other forms of participation being suggestion schemes complete control, job enrichment and quality circles. The collective bargaining results in collective agreements, which lay down certain rules and conditions of service in an establishment. Such agreements are normally binding on the parties. Theoretically, collective bargaining is based on the principle of balance of power, but, in actual practice, each party tries to outbid the other and get maximum advantage by using, if necessary, threats and counter threats like; strikes, lockouts and other direct actions. Joint consultation, on the other hand, is a particular technique, which is intended to achieve a greater degree of harmony and cooperation by emphasizing matters of common interest. Workers prefer to use the instrument of collective bargaining rather than ask for a share in management (Ozaki, 1998).

On the other hand, works councils are exclusive bodies of employees, assigned with different functions in the management of an organization. The works councils have various decision-making functions such as appointment, promotion, salary fixation and also major investment decision. In some countries, their role is limited only to receiving information about the enterprise.

Likewise, joint management councils and committees are bodies, which deal mainly with consultative and advisory, while decision-making are being left to the top

management. This system of participation is prevalent in many countries, including Britain and India. As they are consultative and advisory, neither the managements nor the workers take them seriously (Ozaki, 1998; Casale, 2010).

Furthermore, Ozaki (1998) reports on the workers being part of the board. The role of a worker representative in the board of directors is essentially one of negotiating the worker's interest with the other members of the board. At times, this may result in tension and friction inside the boardroom. The effectiveness of workers' representative at the board depend upon his ability to participate in decision-making, his knowledge of the company affairs, his educational background, his level of understanding and also on the number of worker representatives in the board.

The workers' participation is possible at all levels of management; the only difference is that of degree and nature of application (Bennet, 1997). Cotton *et al.* (1988) identify five levels of participation. The first level is that of information participation. In this level of participation, management ensures that employees are able to receive information and express their views pertaining to the matters of general economic importance.

Another level of participation is consultative participation. At these level works are consulted on the matters of employee welfare such as work, safety and health. However, final decision always rests at the option of management and employees' views are only of advisory nature. Besides, there is a level known as associative participation. This level is an extension of consultative participation, as management here is under moral obligation to accept and implement the unanimous decisions of employees.

The next level is Administrative participation. This level of participation ensure greater share of works in discharge of managerial functions. Here, decision already taken by the management come to employees, preferably with alternatives for administration and employees have to select the best from those for implementation.

The highest level of participation is the decisive participation where decisions are jointly taken on the matters relation to production and welfare. The participative decision-making is the extent to which employers allow or encourage employees to share or participate in organizational decision-making (Probst, 2005). According to Cotton *et al.* (1988), the format of Participative decision-making could be formal or informal. In addition, the degree of participation could range from zero to 100% in different participative management stages (Cotton *et al.,* 1988). According to Brenda (2001) participative decision-making is one of many ways in which an organization can make decisions. The leader must think of the best possible style that will allow the organization to achieve the best results.

In Europe, worker participation refers to any process in the organization that allows workers to exert influence over their work or their working conditions. Worker participation is obligatory in various processes in the organization due to European legislation (Arrigo, 2010; Casale, 2010). In practice, it can be seen as a powerful instrument in safety and health of management to an organization and also is strongly recommended by the European Commission to be taken cares.

The main source for worker participation in the European countries is the Council Directive 89/391 EEC, also known as the Framework Directive. In Art.11, it foresees

two different forms of worker participation. The first form is consultation of workers or their representatives in Art.11, No.1. The second form is consultation of workers or their representatives with a specific responsibility for the safety and health of workers in Art.11, No.2. Furthermore, Casale (2010) argues that Art.11, No.1 obliges the employer to consult the worker representatives or the workers directly in case that a representation has not been established and to allow them to take part in discussions about all questions from the matters arising to their organization.

However, the Framework Directive does not define the form of representation. This European law leaves it to the national legislator and to the traditions of collective bargaining to find adequate forms of representation. In that case, it is up to the national law to decide if the workers should be informed in addition to their representatives (Casale, 2010).

In Tanzania, workers are involved in decision- making through representation of staff by trade union leaders at meetings of decision making organs of the organization. Workers also are given opportunities to make presentations (verbally and in writing) of their views on matters affecting their welfare. Clause 64 of the Public Service Regulations states that "the representation of public servants in the discussions with employers on matters of employment and welfare in general shall be through workers' councils and joint staff councils". The Public Service Management and Employment Policy of 1999 also recognize the importance of good relationships between workers and management and among workers themselves through participation. Workers may participate as members of trade unions or through workers' councils. Furthermore, the Employment and Labor Relations Act No.6 of 2004 Part IV provides for

establishment of trade unions to ensure that the workers' welfare is addressed and protected accordingly. The policy directives as stipulated in the above-mentioned legislation provide evidence that the importance of non-financial incentives in retaining public servants, including those in public universities, has been recognized accordingly by the government (Sagie *et al.,* 2003). The librarians in UDOM are given priorities through those channels and participate in the decision making of the University by that approach. This is a motivation kind which makes them to feel that they are working as members one family.

2.4.4 Work Performance Appraisal and Feedback System

The performance appraisal is the process of assessing employee performance by way of comparing present performance with already established standards which have been already communicated to employees (Askim, 2004). Appraisals are judgments of the characteristics traits and performance of others. On the basis of these judgments we assess the worth or value of others and identify what is good or bad. In industry, the performance appraisal is a systematic evaluation of employees by supervisors where employee wishes to know their position in the organization (Armstrong, 2005).

The process of appraisal subsequently provides feedback to employees about their performance level for the purpose of improving their performance as needed by the organisation. The very purpose of performance appraisal is to know performance of employee, subsequently to decide whether training is needed to particular employee or to give promotion with additional pay. Performance appraisal helps to identify those who are performing their assigned tasks well and those who are not and the reasons for such performance (Armstrong, 2005). The process of appraisals are essential for

making many administrative decisions, selections, training, promotion, transfer, and wage and salary administration. In that case, performance appraisal is the tool for determining whether employee is to be promoted, demoted or sacked in case of very poor performance and no scope for improvement (Askim, 2004).

According to Saka and Haruna (2013) job performance is the ability to carry out statutory functions, which are based on the field of specialization or areas of development as well as organization objective. In words of Madukoma *et al*. (2014) job performance refers to the work activities carried out by the worker towards the achievement of organizational goals, that is, an act of fulfilling one's obligation to the organization. Employees are performing well when they are productive. Productivity implies both concern for effectiveness and efficiency, effectiveness refers to goal accomplishment.

However, it does not speak of the costs incurred in reaching the goal. That is where efficiency comes in. The efficiency evaluates the ratio of inputs consumed to outputs achieved whereby, the greater the output for a given input, the greater the efficiency. In addition to productivity as measured in terms of effectiveness and efficiency, performance also includes personnel data such as measures of accidents, turnover, absences, and tardiness. That is a good employee is one who not only performs well in terms of productivity but also minimizes problems for the organisation by being to work on time, by not missing days, and by minimizing the number of work-related accidents (Armstrong, 2005).

The basic objectives of performance evaluations are two-fold: firstly to reward employees for meeting organizational objectives and secondly to identify which

objectives are not met and to develop action plans to ensure they are achieved in future (Baron *et al.,* 2005). In North America, many managers think that giving workers feedback about their performance relative to their peers inspires them to become more competitive — to work harder to catch up, or excel even more. Rankings is a motivational tool intensified during the aftermath of the 2008 financial crisis, which "showed that offering employees financial incentives based on their performance can have unintended consequences (Porter, 2003).

Alongside the need to integrate performance management into the culture of the organisation is the recognition that systems should be adapted to accommodate the different requirements of the varied employees within an organisation (Rees *et al.,* 2003). Cederblom (1982) equally proposes that different employees in different circumstances need essentially different appraisal dialogues, which he describes as the 'contingency model' Sillup (2010) state that organisations need to consider which performance appraisal system will meet its objectives and motivate employees, with a 'fundamental issue' for organisations being whether the system rewards employees for generating short-term results (e.g. sales during business quarter) or for completing long-term results (Beatty, 1989). Conger (1998) carried out an exploratory study to review the purposes and practices of performance appraisal. The study indicated the trend in US, as giving high focus on documentation, development and linking performance appraisals with pay and promotion purpose.

In Kenya, the private universities have administrative and professional faculty performance appraisal System designed to provide documented, constructive feedback regarding performance expectations, spur growth and development as well as provide

a fair and equitable means to determine rewards for contributions to the university (Roger, 1995). The 'senior staff' and faculty staff are measured by their breadth of knowledge, understanding of roles and contributions to the university's strategic plan. The appraisal process therefore offers a valuable opportunity to focus on work activities and goals as well as identify and correct existing problems, and to encourage better future performance. Thus the performance of the whole organization is enhanced (Roger, 1995).

According to Davis (1995), performance management is a joint process that involves both the supervisor and the employee, who identify common goals, which correlate to the higher goals of the institution. If employees are effectively appraised, then the organizations will experience increased productivity and improved quality of output. When people are treated with care, shown trust, listened to and encouraged to do better they reciprocate by being responsible and productive. For effective development and utilization of the human talent, performance appraisal plays a key role since it enables an organization to identify objectively the employee's strengths and weaknesses. The organization will then be able to counsel the employees to improve the weak areas. This will help all the employees to contribute positively to the attainment of the organizational objectives.

The performance appraisal in most Singapore's companies involved supervisors merely filling out confidential forms for the last two years. However, the National Production Board of Singapore started promoting open appraisal systems through a series of seminars, (Porter, 2003). In spite of this, it appeared that several organizations continued to have a closed system of performance appraisal system.

Ghorpade (1995) indicates that performance appraisals in Japan are so integrated into organizational life that it is difficult to isolate and talk about appraisal systems and mechanisms. The appraisal of individual performance is undeveloped in Japanese organizations and teamwork and organizational identity are promoted. Performance feedback is smooth and indirect. The Japanese make more great investment in people and in the skills necessary to be effective with others. It is also used for linking training, development, performance planning, and a tool to encourage employees.

In Korea, performance appraisal is used for development and promotion purposes. In Canada it is used much less for compensation and pay. In Australia performance appraisal is used for development and promotion purposes. At University of Minnesota, performance appraisal policy statement indicates that, employees performance appraisal is done on an annual basis (Porter, 2003). This is in a form of a written evaluation prepared by the responsible administrator. Therefore appraisal systems vary from institution to institution.

In Tanzania, the Tanzanian Public Service is operating under the guidance of the policies, laws, regulations, circulars, systems and tools which have been developed or enacted for the purpose of increasing efficiency and effectiveness of the service (Porter, 2003). These policies, legislations systems and tools are a result of the Governments' commitment towards ensuring a reformed public service, whereby all Public Service Institutions (i.e. Ministries, Independent Departments, and Executive Agencies - MDAs; Local Government Authorities' – LGAs and Parastatal Organizations are efficient in service provision and achieving organizational goals as per their established mandate. The Management Standards checklist is therefore a

collection of acceptable and agreed tools (guidelines and manuals) used in the public service, of which all public service institutions will have to comply to. The standards are on all areas of management, aiming at strengthening an institution and improving overall organizational performance in terms of service delivery.

The management standards checklist helps an institution to conduct capacity assessment, investigating strengths and weaknesses as a process for providing services to clients. These standards are put together in this checklist for the purpose of emphasizing their importance, showing linkages and enforcing their use. All public service institutions are urged to make use of the Management Standards Checklist through addressing capacity, operationalization and effectiveness issues related to these standards.

Through compliance with the Management Standards mentioned in the checklist, it is expected that there will be increased efficiency and effectiveness in service delivery in the public service. It is also important to note that these standards can be improved with time; therefore it is the responsibility of all public service institutions to offer suggestions for improvement and share lessons learnt from their application.

On the other hand, management's feedback is required for a common sense reason. When the employees do good jobs, they expect a positive feedback; on the other hand, if the poor performers do not receive any constructive feedback, which tells them to improve, they will think that the present level of performance is accepted in the organization and they may not put extra efforts to improve. Camardella (2003, 105) writes:

> *Evaluating each employee as average, without specifically mentioning strengths and weaknesses, diminishes the value of the appraisal process. When an employee's strengths and weaknesses are explained, the employee can build on his or her strengths and correct his or her weaknesses. Employees cannot improve their job performance unless they are told where their performance is inadequate.*

Then, it follows that in order to have an effective performance appraisal system; there must be formal and informal performance feedback. Roberts (2003) echoes Camardella by saying:

> *Feedback is essential in gaining the maximum benefits from goal setting. Without feedback, employees are unable to make adjustments in job performance or receive positive reinforcement for effective job behavior. Effective performance feedback is timely, specific, behavioral in nature, and presented by a credible source. Performance feedback is effective in changing employee work behavior and enhances employee job satisfaction and performance.*

In the feedback, what the employee is doing right should be emphasized. Focus also should be paid on employee's strength. Provide a short list of areas where the employee needs to improve, highlight the most important ones to be improved first.

In a traditional appraisal, a manager sits down with an employee and discusses performance for the previous performance period, usually a single year. The discussion is based on the manager's observations of the employee's abilities and performance of tasks as noted in a job description. The performance is rated, with the ratings tied to salary percentage increases. However, as David Antonioni notes in *Compensation & Benefits*, "The traditional merit raise process grants even poor performers an automatic cost of living increase, thereby creating perceived inequity' (Porter, 2003). In addition, most traditional performance appraisal forms use too many rating categories and distribute ratings using a forced-distribution format." Antonioni

suggests the appraisal form use just three rating categories—outstanding, fully competent, and unsatisfactory as most managers can assess their best and worst employees, with the rest falling in between.

In some cases, somewhat self-explanatory, the self-appraisal is used in the performance appraisal process to encourage staff members to take responsibility for their own performance by assessing their own achievements or failures and promoting self-management of development goals, (Rees et al; 2003). It also prepares employees to discuss these points with their manager. It may be used in conjunction with or as a part of other appraisal processes, but does not substitute for an assessment of the employee's performance by a manager.

Another form of appraisal is the employee-initiated review system, whereby employees are informed that they can ask for a review from their manager (Rees et al; 2003). This type of on-demand appraisal is not meant to replace a conventional review process rather; it can be used to promote an attitude of self-management among workers. Adherents to this type of review process contend that it promotes regular communication between staff and managers. Detractors, though, note that it is dependent on the employees' initiative, making it a less than ideal alternative for some workers with quiet, retiring personalities or confidence issues.

Apart from on-demand appraisal, 360-degree feedback is the form of performance appraisal process where feedback on an employee's performance are provided by the manager, different people or departments an employee interacts with (peer evaluation), external customers, and the employee himself. This type of feedback

includes employee-generated feedback on management performance (also known as upward appraisals, (Rees et al; 2003).

In Tanzania, the Public Sector Reform Programme (PSRP) aims at improving public sector service delivery so introduced institutional Self-Assessment (SA). The government institutions concerned with the institutional Self-Assessment which is conducted annually; Annual Institutional Self-Assessment (ISA) reports; Institutional Self-Assessment (ISA) which is conducted on key business processes; and Strategic plans, Client Service Charter and OPRAS, all of these should be directly linked to what is stated in the Institutional Self-Assessment (ISA) reports (Rees et al; 2003).

In Tanzania, the Open Performance Review and Appraisal System (OPRAS) has been introduced in the public sector. Alongside OPRAS, a result-based payment system, Payment for performance (P4P), are currently running to some of the government sectors in Tanzania, and has replaced a system of extra allowances to leadership positions, the Selected Accelerated Salary Enhancement (SASE) (Rees et al; 2003). OPRAS is implemented in the public sector whereas Payment for performance (P4P) is for the health sector only. Both OPRAS and Payment for performance (P4P) can be seen as performance enhancing tools. OPRAS measures performance at the individual level.

The Open Performance Review and Appraisal System (OPRAS) were introduced in 2004, and replaced a former confidential performance appraisal. It is stated about OPRAS that "the introduction of this system aims at improving the quality of public services in Tanzania" OPRAS seeks to improve performance through setting

individual goals, measuring the achievement of the goals and providing feedback. It is argued that OPRAS makes up "an integrated system for building a shared vision, understanding and agreement about the *results* to be achieved, and the *approach, deployment, assessment* and *review* of activities for continuous improvement in standards of service delivery". The principle of OPRAS is that the employee sets targets in consultation with the supervisor. After six months, the achievements are to be evaluated and after 12 months the achievements of the past year are evaluated and the supervisor and employee come to an agreement on the performance to be recorded in OPRAS.

In Tanzania, OPRAS was introduced in the wake of the extensive Public Sector Reform Programme (PSRP) and strategies vested in the new public management paradigm following in the wake of the extensive structural adjustment policies. OPRAS plays an important role in the improvement of service delivery and the Public Service Act defines OPRAS as a compulsory performance appraisal in the public sector. The new public management approach has increasingly been adopted in low-income countries, a strong manifestation of processes of globalization (Rees et al; 2003).

2.4   Research Gaps

A librarian in UDOM depends to their salary and extra duty allowance. Thus, the job performance of professional librarians in UDOM found to be at low level. This is a research gap into which researcher is researching to fill it. This study therefore aims to assess the effects of motivation on performance of librarians at universities a case

study of The University of Dodoma in Dodoma Region. This is purely government owned institution.

Furthermore, the study conducted in Tanzania by Bana and Kessy (2007) examined the relationship between staff management and organizational performance and rewards was one of the factors but did not examine in detail the effects of motivation on performance of librarians at universities. This research fills this knowledge gap and will examine those effects in the Universities of higher learning institutions in Tanzania – a case of The University of Dodoma.

2.5   The Conceptual Framework

A conceptual framework explains, either graphically or in a narrative form, the main things to be studied here is the way shows the relationship between employer, employee, motivation, and the performance (Miles and Huber man, 1998).
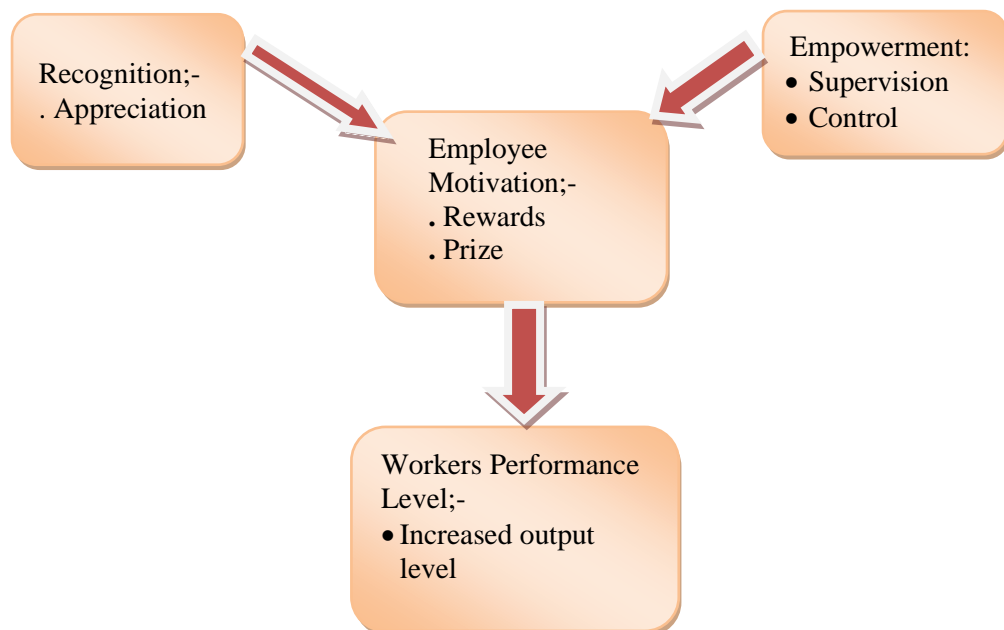
Figure 2.1: Conceptual Model on effects of Motivation on Performance of Librarians

Source: Researcher, 2018

2.6 Summary

This chapter gives in detail theoretical background laid down by different authors with respect to motivation particularly at library universities in Tanzania. The chapter shows how the Tanzanian government recognizes the importance of motivating workers in all civil servants sectors, including those working in public universities especially librarians. Conceptualization of key terms also discussed very widely to give readers the true picture of what is meant from the chapter. Various theories of motivation discussed in deep to show how it can be applied to improve the work performance in an organisation. Many concepts laid down from various researchers are aimed to show on how motivation can be the best way of influence the moral of workers so as to increase the job performance. Through reading the various researches done by other researchers, then research gaps were shown clearly. The researcher showed the way on how he/she is going to fill those gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter provides insights into the methods and practical ways employed to conduct the study. The chapter starts with a brief description of the adopted research design, location of the study area, population and sampling procedures, sample size, data collection methods, ethical consideration.

3.2   Area of the Study

The study was conducted in Dodoma because it is a place where University of Dodoma (UDOM) as a case study, is located. Besides, this is the new public university, which is expected to have learnt from the operations of other public universities so being in position to fit the setting of the study.

3.3   Research Design

Research design is a detailed plan of work to be done to achieve the research objectives. It is a detailed plan that guides the researcher in the whole process of collecting, organizing, analyzing and interpreting data. Kothari (2007) defines research design as the conceptual structure within which research is conducted. The research design adopted in this study was a cross sectional due to its ability to explain the prevailing conditions as perceived by the respondents and the studies are carried out once at a particular point in time, are present oriented and not repetitive in nature (Kothari, 2008). Also the researcher has no control over the subject and it is possible to obtain information on variables in different contexts at the same time. As argued by

Neuman (2000), a cross sectional survey design is a snapshot of an ongoing situation, provides external validity of the results so that the findings can be effectively generalized. It allows the possibility to collect data from a sizeable population using standardized instruments and control over the research process (Miller, 1982).

3.4   Sample Size and Sampling Procedures

3.4.1   Target Population and Sampling Procedures

The population of the study include UDOM personnel i.e. management and staff. Because of financial resources and time constraint, the researcher was unable to cover the whole population. A researcher targeted the respondents he/she thought would provide the information needed to achieve the objectives (Creswell, 2003).

3.4.2   Sample Size

The number of items to be selected from the population to constitute a sample in which its adequate size should; neither be excessively large nor too small, must be optimum, be representative enough, not less than 10% of the entire population, should be central to sampling theory based on degree of accuracy, precision and standard error as it takes into account whether the parameters of the population are expected to lie within a specified degree of confidence and the level of significance (Kothari, 2007). The sample size from each stratum will be determined as; $n_i = (N_i / N)n$, Where; n_i represents stratum size required, N_i represents the total number of students in each stratum, N represents total study population and $n = \sum n_i$ represents total sample size. As Kumar (2005) argues that, the issue of sampling in qualitative design does not matter. The main aim of most qualitative inquiries is either to explore or describe the diversity in a situation, phenomenon or issue. The sample size of 100

respondents was purposively selected because of financial resources and time constraints, the researcher was unable to cover the whole population instead two sampling techniques were used to determine and get the required respondents. A researcher targeted the respondents he/she thought will provide the information needed to achieve the objectives (Creswell, 2003). Due to the nature of the study, judgemental/purposive and simple random sampling techniques were used to get a representative sample.

3.4.3   Sampling Technique

In this study purposive sampling technique was used because it was considered to be the most reliable technique by which key respondents, by virtue of their position or any other characteristic, could be obtained. On the other hand, simple random sampling technique was used to get staffs that were included in this study. The simple random sampling gave the equal chance to every element in the population to be included in a sample was used because of being easier and tends to provide the representative sample.

3.5   Data Collection Methods

In order to select the appropriate method of data collection for this study, the following factors were considered: the financial and time constraints; type of data to be collected, i.e. primary and/or secondary data; the reliability of the method to be employed; and the sensitivity of the research. This study used questionnaires, interview, documentary review and observation as the methods of data collection; and interview guide, questionnaire, observation schedule and documentary review schedule were prepared and used as data collection instruments because of their

reliability for qualitative (descriptive) approach. Therefore, these methods helped the researcher to collect both primary and secondary data.

3.5.1 Sources of Data

Two major sources of data were used in this study that is primary sources and secondary sources. The Primary Sources refer to the sources, which used to obtain first hand information by the researcher on the variables of interest for the specific objectives of the study. On the other hand, secondary sources refer to the sources, which used to obtain information gathered from sources already existing, that is, data has been collected by someone else apart from the researcher (Saunders *et al.,* 2000).

3.5.2 Instruments of Data Collection

3.5.2.1 Questionnaire

According to Creswell (2003), a questionnaire is defined as a form used in survey design that participants in a study complete and return questionnaires to the researcher and that participants choose answers to questions and supply basic personal or demographic information about them. A questionnaire was both the main data collection method and instrument. The method enabled the researcher to collect as much data as possible from the selected sample within a reasonable period of time as it covers a wider area within a short time. It also encouraged respondents to give free opinions without any external influence.

3.5.2.2 Interview

Kumar (2005) define interview as questions of various forms that are asked orally. Cohern and Geske (1990) argue that interview allows subjects to provide their

interpretations of the world in which they live, and to express how they regard the situation from their own point of view. The interview method enabled the researcher to talk to several officials in and outside UDOM. An interview guide was prepared as an instrument for data collection. From all interviewees; views, ideas and comments about the study were collected. The interview data were used to supplement the data obtained by means of questionnaire.

3.5.2.3 Observation

Observation is the most commonly used method in studies relating to behavioral science, and it simply means viewing or seeing. It involves systematic recording of observable phenomena or behaviour in a natural setting. The researcher decided to use this technique because it allows the researcher to study people in their natural setting without their behavior being influenced by the presence of a researcher. Both participatory and non-participatory observation techniques were used. In the case of participatory technique, covert participatory was much used so that respondents could not have the opportunity to change their normal behaviour.

3.5.2.4 Documentary Review

Documents consist of public and private records that researchers obtain about a site or participants in a study. A documentary review was used for gathering secondary data. During the documentary review, various documents were consulted including; Government Standing Orders of 1994, the Public Service Management and Employment Policy of 1999, Public Service Act No 8 of 2002 as amended by Act No. 18 of 2007, Public Service Schemes of 2003, Public Service Regulations of 2003 and Employment and Labor Relations Act No. 6 of 2004.

On the other hand the researcher consulted the University of Dodoma Charter of 2007, Recruitment and Promotion Criteria for Academic Staff booklet of 2007, Schemes of Service for Administrative Staff of 2007 and other published and unpublished materials. The review schedule was prepared to enable the researcher to review different published and unpublished materials concerning the effects on motivation of librarians performance to higher learning institutions.

3.6   Data Analysis

Data analysis is a process that involve summarize, editing, coding, classification, and tabulation of collected data (Kothari, 2007). In this study, the raw data collected were transcribed; immersing oneself within the data to gain detailed insights into the phenomena being explored; developing a data coding system; and linking codes or units of data to form overarching themes, which may lead to the development of theory. The quantitative data were coded, descriptive analyzed, interpreted and presented in cross tabulations, tables, charts and figures.

3.7   Ethical Considerations

According to Saunders et al (2009), research ethics refers to appropriate behaviour of the researcher in relation to the rights of those who become the subject of or are affected by the research work. Following below are the fundamental ethical considerations observed in the conduct of the research. Scientific validity was observed by referencing all work and ensuring there was no plagiarism or fabrication of information. Data was processed fairly, accurately and lawfully and conclusions were made based on the actual findings.

In addition, participants were notified of the research, with the help of management and no one was coerced into participating in the study. Participation was strictly voluntary based on full information about the participant's rights and use of data. Communication to participants was in simple and clear language for ease of comprehension. The advance information included the estimated duration of completing questionnaires, harms and benefits, confidentiality matters and communication of results. In order to ensure guarantee of confidentiality, names of respondents were not to be included on the questionnaires. Moreover, the research kept to its primary objective that information of a sensitive nature was not to be divulged and all information was not to be used in any other form other than a research project to protect confidentiality of the organization. In addition, all who were assisted the researcher in one way or another was given due respect.

3.8   Summary

This chapter provides insights into the methods and practical ways employed to conduct the study. The chapter started with a brief description of the adopted research design, location of the study area, population and sampling procedures, sample size, data collection methods, and ethical consideration. The topic introduces the readers that the study was conducted in Dodoma because it is a place where University of Dodoma as a case study, is located. It showed the way in which the data is collected through the research instruments from the original and reliable sources. The topic also showed the sampling procedures used to draw sample from the large population, which then used to make judgement or conclusion.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents results and discusses the effect of motivation on performance of librarians at The University of Dodoma. The chapter presents respondents views as gathered through the questionnaire and also reviews of documentation and archival records.

4.2 Social Demographic Characteristics of the Respondents

Among the social demographic characteristics considered at this study is the respondents' gender as reported in the Figure 4.1.
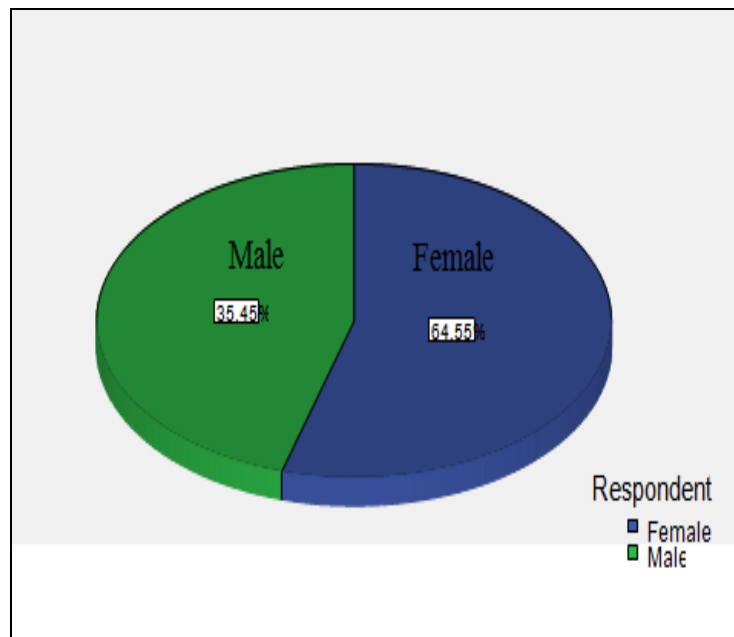
Figure 4.1: Gender of Respondents

Source: Field Data (2018)

The gender and age dominations are important parameters in social analysis. This is because in most societies individuals of different genders and ages perform certain sets of activities, possess different traits and behave differently with specific experience that influences their performance. The results in the Figure 4.1 shows the gender of respondents of Librarians for UDOM staff indicated that the number of female respondents being higher than that of the male. In this study, females accounted to 64.55% compared to 35.45% of male. This shows that more female were employed in this department compared with other departments. The study findings revealed that the higher percentage of the female respondents could be attributed by the fact that UDOM employs more females than males in Library services. The female performs well in their daily routine than male. The result in the Figure 4.2 shows most of newly employed librarians are aged 0-30 years old.

Figure 4.2: Age Characteristics of Respondents

Source: Field Data (2018)

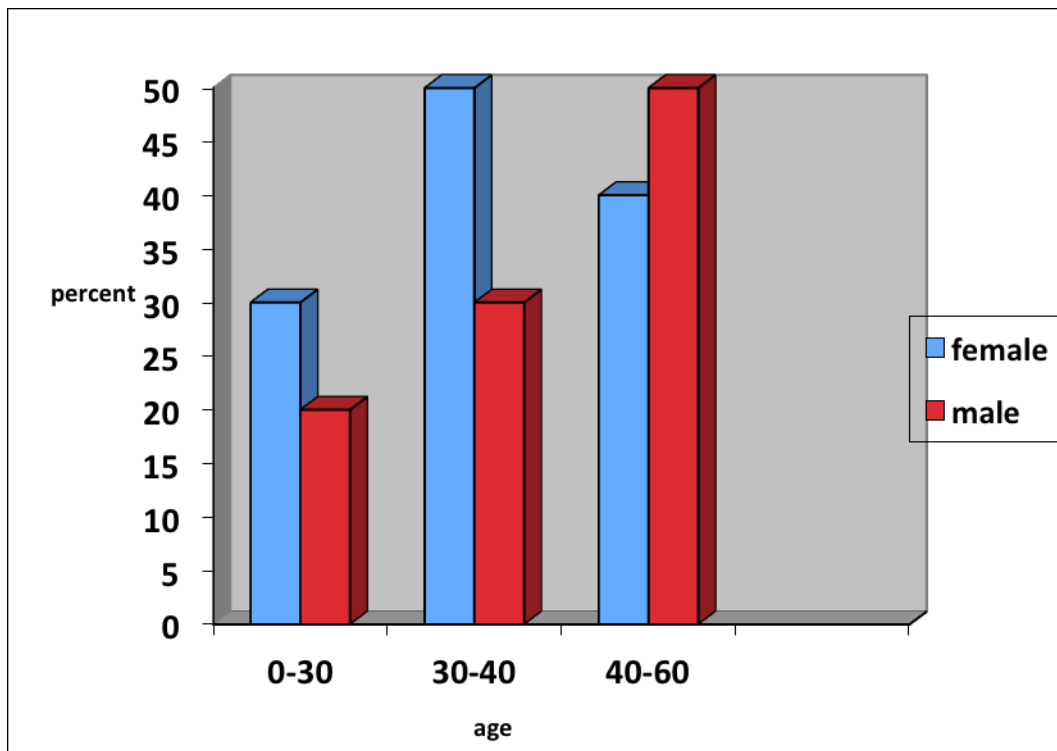These are new blood generation where nowadays most of the females are highly encouraged to learn and work at the universities. This would be the reason why most librarians in this study are female than male.

4.3 Modes of Rewards and Recognition of Workers at UDOM

A big number of interviewed informants in this study had a basic understanding concerning the motivation phenomenon. The questions were intended to elicit their opinions, attitudes and suggestions regarding the best way of implementing and the way on how could they be motivated. From the study most librarians employees shows their empathy that they would be feel well and more happy if they would be paid cash money as part of their motivation and their recognition to their field of work. The results from the workers in the Library Department showed that the token honorarium and or extra duty allowances are used to pay for extra job done by Librarians or exceed the normal working hours as motivation.

In addition to the importance attached to appropriate remuneration to workers in terms of salary, fringe benefits and other deserving allowances, the University of Dodoma workers considered non-monetary rewards such as respect, recognition and fair rewards for best workers to be important. The study revealed that workers enjoy working in an organization with complete motivation packages comprising a variety of rewards. Findings have shown that the University of Dodoma has not put in place an encompassing human resource management policy and a motivation policy for all the workers. Present-day management theory provides that it is no longer sufficient for a human resource management policy to target on satisfying only subsistence needs. Such a policy is too limited to motivate employees enough in today's

competitive business conditions. Superior employee performance will be obtained only when his social and self-esteem needs are supplied on the job. When the "whole person" is involved within an enterprise, the employee is often content with less money than he might make elsewhere, simply because he enjoys his work and experiences self-esteem and accomplishment through his work.

Prestige is built in the relationships between people. Employees, like everyone else, feel a strong need to belong and feel accepted. These are important factors in good employee management. The intelligent and efficient manager carefully considers them when he formulates policy governing work incentives for his business family. Social events must be encouraged for achieving some goal, an employee's retirement, a special event in the life of the business such as the anniversary of the founding date, or similar occasion. The manager must have plans for recreation programs such as soccer and netball leagues, swimming, athletics, or other group-oriented sport to facilitate workers' interaction outside the work environment. This revitalizes their zeal for work. Employee recognition should include giving praise (compliments), awards (such as certificates of achievement, and increased autonomy) and ceremonies (such as public speeches and celebrations). Findings suggest that a leader should be keen to recognize good work and contributions to the institution; as such recognition may trigger both high motivation among workers and high performance.

This was attested by one of the respondents:

> *"The institution can best recognize and motivate its workers for best performance through promotion of staff, awarding certificates of recognition for individual staff on specific accomplishments and creativity. Publishing names and assignments of individuals with outstanding creativity and innovativeness"*

Review of the documents has indicated that Tanzanian law recognizes the importance of recognizing the work done by employees, as stated in the Clause 40(3) of the Public Services Act which provides that "relationships in the public service shall observe that every public servant is entitled to recognition and respect for [their] dignity, regardless of hierarchy in the service". Section 4 of the same clause goes on to emphasize the importance of team work in the workplace by clarifying that "every public servant shall respect and co-operate with [their] fellow public servant at work or elsewhere within the public service in order to achieve the objectives of the public service". The government and its organizations also recognize and observe Workers Day on May 1st every year at institutional and national level. During Workers' Day, best workers of the year from various institutions are awarded prizes, status symbols and honors, which include certificates and engraved plaques. These best workers are publicly praised and hand shaken by the President or other dignitaries officiating the day, and in some cases token honoraria in form of money are granted to them.

In this part, the results from primary data collected through the administration of interviews and questionnaire with the University of Dodoma workers. In the course of data collection, only 80 workers were interviewed out of the expected 100 respondents in UDOM. The same respondents filled in the questionnaire for the study. It was not possible to get all the 100 respondents despite several humble requests and reminders. Thus, the researcher was able to access only 80% of the desired sample for the study

All the respondents in this study acknowledged that the University of Dodoma use annual confidential performance appraisal system. The respondents indicated appraisal of workers, the appraisal team of a particular department select the best

worker of the year of that department. The best workers from various units and departments are competed to select two best workers of the university of which one being academic staff and the other being administrative staff. These are awarded such rewards as certificates of achievement and token honorarium in form of cash or other valuable prizes as financial situation may allow.

Recognition is not a new phenomenon at the University of Dodoma. It is already being practiced as remarked by the Deputy Secretary – General of the United Nations Honorable Dr Asha-Rose Migiro during her visit to the University on 23rd July 2009. While making her remarks, Honorable Dr. Migiro had this to say; "Thank you very much for inviting me here today. I am really impressed by this beautiful campus. But more than that, I am genuinely moved by the enthusiasm of the University community. I am also deeply touched and humbled by the surprising recognition; naming your Research Center after me" (UN, 2009:1). This spirit can be extended to workers in recognizing their performance and contributions to the University's prosper.

The respondent's opinion and Dr. Migiro's observation are in the line with clause 22(3) of the Public Service Regulation of 2003 which clearly advocates for rewards to Public Servants for good services and performance based as performance contracts entered between supervisor and supervisee. Such rewards include promotion and appointment for high achieves and withholding of investments for low achieves. The clause reads:" information obtained through performance appraise should be used in award of or withholding increments, planning job rotation, training programs aid in making appointment (UDOM, 2007:1).

The results, shows that Tanzanian law recognizes the importance of recognizing the work done by employees, strategic role is used and the education sectors in which workers play is used. This will result in high motivation and performance, increased job satisfaction, commitment, loyalty and improved employee retention. This results are in line with Olusadum and Anulika (2018) study who reported that the progress of organization depend on how readily available and committed the workforce is. In that case, management team need to create a modality of recognition in terms of extra duty allowance, special (hardship or occupational hazard) allowances and extra pay for cost-cutting endeavor. However, non-monetary rewards for good performance recognition are equally, of major importance. They include; steady work, involvement in decision-making, good working companions, good supervision, the actual nature of the job itself, fair and transparent appraisal system, effective communication and feedback and opportunities for advancement.

At the University of Dodoma findings indicated that at least something good was being done. A considerable percentage of respondents indicated that they were satisfied with how motivation policy is exercised. The findings in general revealed that motivation and performance are going together. If the librarians paid less salary and get nothing from other benefit depending only to their salary package then the bad outcomes will be expected with less performance. On the other hand the higher motivation the higher performance level and output. The motivation policy should be revised with open ended meetings between both parties.

Recognition of good work and performance can be acknowledged through delegation, empowerment, job enlargement, enrichment and rotation. This in turn highly

motivates workers. The importance of similar reward systems is reported by Dina and Olowosoke (2018) study in universities libraries in Nigeria. It provides opportunities for challenging work and handling new and higher level responsibilities. Delegation occurs when managers pass a degree of authority down the hierarchy to their subordinates. On the other hand, empowerment involves a manager giving his subordinates a degree of power over their work. Empowerment enables the subordinates to be autonomous and to decide for themselves the best way to approach a problem. Job enlargement involves increasing the number of tasks which are involved in performing a particular job, in order to motivate and multi-skill the employees while job enrichment is a method of motivating employees by giving them more responsibilities and the opportunity to use their initiatives. Job rotation involves the employees performing a number of different tasks in turn, in order to increase the variety of their job and, therefore, lead to higher levels of motivation.

To ensure the empowerment is well practiced at UDOM, the management team gives power to head of department and the supervisor to assign the duties to their subordinates and to award who perform well their duties with a token honorarium. Not only that also the job rotation is well practiced. No one worker who allowed staying for long period of time to one duty station. In UDOM there are about six colleges and each college having library department so there is a tendency of librarians to move for job rotation from one college library to another for every one academic year.

4.4 Opportunities for Training and Career Development at UDOM

It is clearly stipulated in clause 103(1) of the Public Services Act that every employer shall be responsible for training and development of their staff. The analysis of data

indicated that training and professional progress are important motivational determinants. However, for training and career development program to have the desired motivational results on employees they should be managed fairly and transparently. Opportunities for training must be allocated in a transparent and fair way, since a sense of unequal treatment de-motivates and leads to frustration. Such programs are also effective when a variety of methods are employed and when they have an impact on one's job. Opportunities for growth and advancement have been found to be an important factor influencing employee motivation.

At the University of Dodoma findings from survey indicated that at least something good was being done. A considerable percentage of respondents indicated that they were satisfied with how training was managed. Responding to the question on the ways the institution provided training to its workers a key informant indicated that the following ways were being used;

(i)   Giving opportunities for further studies at levels of eligibility for individual staff

(ii)   Giving opportunities for short term training programs (seminars, workshops and similar events) within and outside the country

(iii)   Giving opportunities to staff to undertake professional examinations such as lawyers, auditors and accountants"

Librarians in UDOM will stand still as one example of the higher learning institutions existing in Dodoma Region. But, the opinion, suggestions, recommendations and all findings are generalized and cut across to all public and private universities which operating and render library services in Tanzania. The private university likes St. John

in collaboration with UDOM they have a joint Librarians meeting held to share the skills and exchanging views, on doing so they brain storming. This is a good thing to be conducted not only with these two but all of universities have to adopt. As a starting point UDOM and SJUT Library shows the good way to be imitated with others. Many thanks go to their top management for their creativity. It is our hope they will never stop it.

On the other hand, another respondent was of the opinion that training opportunities were not well administered and suggested ways to improve their management;

"The current situation does not guarantee for a better administration of training program at our institution. I suggest the following ways to improve:

(i)   Design and implement an institutional training policy (in terms of timing, criteria for selection for further training)

(ii)   Giving opportunities for individual staff to move up their career ladders and if possible to exit current careers and start other careers provided it will be for the institution's future prosperity

(iii)   *Giving financial opportunities of training for individual staff regardless of their specialization (academic or otherwise)"*

The respondent's opinions are in the line with the Government Standing Orders of 1994 also giving guidelines that prescribe how to implement training programs for public servants. The responsibility by the employer to ensure training and development of staff follows the government's recognition that staff development aims at developing individuals in the skills required for the performance of the duties they are currently assigned to or their future jobs following promotion to senior posts. The

policy seems to recognize that promotion and training are mutually reinforcing. In other words, training may lead to promotion and/or promotion may trigger the desire for more training to effectively accomplish new and sometimes more difficult tasks.

It is on the basis of the above provisions that clauses 103(5) and 103(6) of the Public Services Regulations of 2003 prescribe to all public service employers that adequate funding for training programs should be set aside by all appointing authorities and that employers should prescribe terms and conditions for public servants' attending to various training courses and put in place an effective management and control system for co-coordinating and monitoring to avoid unwarranted disparities within the public sector. Modukoma *et al*. (2014) commend that the establishment of regular training to library personnel is critical to meet the demand of library users. Furthermore, Modukoma *et al*. (2014) study in Nigeria found that training not only facilitate mastering of knowledge and skills but also build sense of self-worth and confidence which motivate workers and ultimately improve performance of organization.

The issue of identifying training needs can effectively be done by the immediate supervisor to the worker. The supervisor is the basic managerial element in the work organization. He forms the essential link between the Library Director and the workers. The entire organization is dependent on him. He must follow the fundamentals of good management - planning, organizing, motivating and controlling. Actually, his functions in the latter two are more important than the former, but nevertheless, he does operate within all of the management procedures. Usually, the supervisor is responsible for the training needed within his department. He owes each person under him the opportunity for training and self-improvement.

As a training institution, and as its motto reads "Embracing Knowledge" (UDOM 2008:2), the University of Dodoma gives high regard to knowledge; "The adopted color of the University is sky blue (azure) and this is the color that has been used for the name in the emblem. The blue color as used here has special significance. It is intended to illustrate that with regard to knowledge at UDOM, "The sky is the Limit" (UDOM 2008:2). This clearly indicates that the University of Dodoma considers training to its staff as a kind of motivation, which is the most important priorities to enable the staff to competently perform their duties. The vision of the University of Dodoma reiterates this clearly and succinctly; "The vision of the University is to become a center of excellence and a valued member of the global academic community offering a comprehensive education in diversified academic programs geared towards intellectual transformation, giving knowledge needed to competently and competitively solve development challenges" (UDOM 2008:2). So the motivation is unavoidable tool for performance increases and growth of output.

According to the University of Dodoma Charter of 2007 Article 26, Rule 23(1) of the First Schedule to the Charter, the Human Resources Management Committee, which is a committee of the University Council – the topmost governing body of the University of Dodoma, is responsible for, among other functions; human resources planning and staff development and welfare. Again, this is a testimony that the issue of staff training is given due weight by the University.

4.5   Participation in Decision Making

The respondents considered involvement as important in a job, which involves incorporation of their opinions in decision-making, workers' autonomy, teamwork and

ease of communication. In depth interview with key informants found that there was high level of participation in matters affecting workers jobs. One key informant had this to say:

> *"Workers are involved in decision- making through representation of staff by trade union leaders at meetings of decision making organs of the organization. Workers also are given opportunities to make presentations (verbally and in writing) of their views on matters affecting their welfare. We also have departmental meetings".*

This is supported by documentary review where Clause 64 of the Public Service Regulations states that "the representation of public servants in the discussions with employers on matters of employment and welfare in general shall be through workers' councils and joint staff councils".

The Public Service Management and Employment Policy of 1999 also recognize the importance of good relationships between workers and management and among workers themselves through participation. Workers may participate as members of trade unions or through workers' councils. Furthermore, the Employment and Labor Relations Act No.6 of 2004 Part IV provides for establishment of trade unions to ensure that the workers' welfare is addressed and protected accordingly. The policy directives as stipulated in the above-mentioned legislation provide evidence that the importance of non-financial incentives in retaining public servants, including those in public universities, has been recognized accordingly by the government.

Yet, there might be gaps between expected outcomes and actual outcomes, which have yet to be measured. These discrepancies are largely being caused by factors that are beyond the control of workers as well as factors related to the workers themselves,

such as the lack of unity and willingness among workers to establish strong legally representative organs as workers councils and trade unions which will deals with employee's matters.

As reported by Upev *et al*. (2015) study in Nigeria participation in decision-making is another major factor, which determines kind of motivation to workers. As related to training and career development this is an important ingredient of participatory management in the public service, in which there is direct workers' participation or through representation in discussions of their work and their general welfare. The workers feel themselves that they have been well recognized together with their contributions. This gives them pleasure and morality to change their behaviour and increase performance level and hard working to their specific duties. The librarians in UDOM are given such priorities and participate in the decision making. This is a motivation kind which makes them to feel that they are working as a one family, so the question of laziness, escaping from duties, and low morality are not exist and practiced.

Rule 11 (1) of the First Schedule of the University of Dodoma Charter provides that "There shall be a Council of the University, consisting of not less than eleven and not more than twenty-one members, which subject to sub-rule (2), shall be composed of-

(i)   One member who shall be elected by the University of Dodoma Academic Staff Association;

(ii)   Two members representing the University of Dodoma Workers Council one of whom shall be a woman;

(iii)   One member who shall be elected by the Trade Union at the University"

These members are specifically for workers representation in the Council whose powers include formulating policies for the better implementation of the University's objects.

In-depth interview with key informant, however, revealed that not all approved matters regarding improvement of workers' welfare were implemented due to lack of funds. For instance, it was revealed by one key informant that:

> *"Even if workers complain that some of the decisions approved in the meetings are not fulfilled, the only reason is that the university does not have funds to fulfill every decision on time. Therefore, we always have to keep waiting until the University gets money. Sometimes we wait in vain".*

It was also pointed out that sometimes workers are only informed of what had been decided by the management instead of participating in planning and in making the decisions. This sometimes leaves much to be desired, as no details are availed on the basis for reaching such decisions. This normally happens with government policies and circulars which are top-down., for example, changes in salaries, public service regulations and labor laws. So, vertical decisions, which normally come with strict modalities of implementation provide little or limited workers participation. One respondent argued that:

> *"In implementing strategic plans and decisions from the university management, we workers, are just given some directives on how to implement the plans. So, in reality, workers do not participate in everything."*

During the interview some respondents reported that non-existence of a Workers' Council was a stumbling block towards effective participation and involvement in decision-making in the institution. Others indicated that ineffective workers

associations and trade union were also lessening workers voice in matters that affected their jobs as similarly reported by Buchanan (1974).

> *"Our association, I mean workers trade union is not yet fully established and we are not well organized, it is a problem because there is no effective representation. I really don't know what to do"*

In that case, in order for employees to feel as part of the institution and to be given an incentive, each employee must understand that he is free to contribute ideas. Management must encourage employees' ideas and provide the necessary mechanism for obtaining them. Suggestion boxes and employee meetings for discussing ideas are a couple of possibilities to encourage them to think about the problems of the business. Some excellent ideas for their solution may be forthcoming and, if adopted by the manager after careful consideration, the relevant people could be commended or rewarded. As advised by Buchanan (1974) if not adopted, a word of explanation and appreciation should always be given.

4.6 Work Performance Appraisal and Feedback System

Performance management tools serve to improve performance of workers and one specific tool is performance appraisal. The results of survey showed that the University of Dodoma carries performance appraisal for its staff through an annual confidential performance appraisal system. The appraisal of workers is done by a team, comprising members from a department/school/college to which the appraised workers belong. The team has the power to judge on the performance of a particular worker based on criteria stipulated in the assessment form and on their perception of the appraised. The results and recommendations of the appraisal exercise are tabled to the Human Resources Management Committee prior to submitting the same to Council for approval.

The respondents in survey were of the opinion that job design and performance appraisal has a role to play in employee motivation and satisfaction over a specific job. They supported the argument that for them to be effective employees must be placed in challenging jobs, which they are qualified for and which have clear and specific goals with criteria and standards for evaluating their performance. The findings also indicated that for performance appraisal to have the desired motivational effect, as suggested by Buchanan (1974) employees must be involved in the setting of goals, criteria and standards for appraising their performance.

At the University of Dodoma, though some respondents reported that they did not care which performance appraisal system was in use, others indicated that the confidential system was detrimental and subjectively conducted. It should be noted that there were two types of performance appraisal forms; one for academic staff and the other for administrative staff. The same instruments were used across all members of staff in the respective category and that there was no employee involvement in the appraisal process as one staff stated:

> *"There is no institutional policy to allow an open goal setting and performance appraisal for individual staff on an annual basis"*

As reported by Abusharbeh and Nazzal (2018) study among bank employees in Palestina that provision of chance to participate in decision making aim at achieving needs of employees. However, it was observed that following introduction of the open performance review and appraisal system in the public sector, the institution would abandon the old performance appraisal system and turn to the new system. It was generally observed that workers would be more motivated and productive and if they are assigned the right jobs, best suited for the occupation in which they are

employed, and being used to the fullest capacity. Periodic checks on an employee's production and talks with his supervisor will establish his level of performance. Appropriate adjustments in his job assignment help to keep his work up to his capabilities and are of long-term benefit to both worker and employer.

The Government Standing Orders, which set out the way in which the day-to-day activities in the civil service are run, the Public Services Management Policy of 1999 and the Public Services Act recognize the importance of promotion for deserving public servants. The decision whether or not an employee deserves promotion depends on the results of an open appraisal system between the employee and the employer and is effected in the context of the existing scheme of service relevant to the respective cadre's career development. The Government Standing Orders of 1994 address the implementation of the promotion policy, which is very much dependent on workers' and supervisors' adherence to performance contracts. Clause 22(3) of the Public Services Regulations clearly states how the performance contracts can help in dealing with promotion: "Information obtained through performance appraisal should be used in awarding or withholding increments, planning job rotation, training programs and in making appointments".

The Public Services Regulations stipulate that there shall be operated an open performance review and appraisal system by every organization within the public service in accordance with the procedures as shall be provided for in the Public Services Regulations. With other important ingredients, an appraisal system that has been executed in a fair, open way is a stepping stone to a fair and deserving promotion. It may further be argued that, if promotions are perceived by other co-

workers and supervisors as fair and deserving to the person to whom they are granted, they may act as a strong non-financial incentive. As yet, there has not been concrete evidence on the gap between what is specified by the policy and what actually happens on the ground to higher posts or in demotions or termination of appointment to that particular post. Workers' appraisal performance is a function of supervision, particularly supportive supervision. It is clearly specified by the laws and regulations governing all public servants in Tanzania, including workers in public universities (Buchanan, 1974).

The Public Services Act and the Public Services Regulations specify the expected relationships between public servants and their supervisors to increase the efficiency and effectiveness of public service delivery. Supervision as a non-financial incentive is included in performance contracts, which supervisors and supervisees must sign each year. The contracts are ideally supposed to be executed in a an open, fair and participatory way to ensure that workers' strong values are rewarded and weak points identified and corrected accordingly. In order to ensure that supportive supervision actually occurs, the Public Services Regulations, clause 22(5), provide that "public servants shall be given feedback at regular intervals of not less than six months on their performance against the objectives, and shall be given advice and support to improve any shortcomings.

4.7   Information Flow to and from Management

A well-functioning and effective feedback mechanism between the workers and the management is the backbone of supportive supervision. Findings have indicated that, overall, workers had a positive perception regarding day-to-day supervision and

feedback. While this is the case, there is a concern that the positive contribution of a good feedback mechanism between workers and management may be diluted or offset by inadequacies in other forms of non-financial incentives, such as a poor workers representation and participation in decision-making organs particularly lack of the workers council.

According to some informants, there were good feedback mechanisms at the University of Dodoma. The use of circulars, newsletters, notices and departmental meetings were the major ways of communication.

> *"Workers are informed of the decisions made by the university through internal memos from the management on the specific matters; through verbal communication on specific matters; university publications and through meetings at different organs and staff meetings"*

Another informant pointed out that there was good communication and feedback between management and workers:

> *"I think there is good feedback mechanism here. However, due to the fact that the management is busy in establishing the University, communication may not be perfect 100%. However, management should work hard to make sure that effective communication and feedback system is in place. It will motivate workers more."*

There was, however no indication that the University Management considered it important to have regular meetings with all workers, at least once or twice a year, to appraise and discuss different issues with workers and provide clarifications or seek opinions from the workers.

The Public Services Act and the Public Services Regulations specify the expected relationships between public servants and their supervisors to increase the efficiency

and effectiveness of public service delivery. Smooth information flow between supervisor and supervisee is crucial in achieving organizational goals. This is why the government saw the need to include supervision in performance contracts, which the supervisor and supervisee must sign each year. The supervisor makes sure that each supervisee understands clearly what he is expected of by the employer in terms of goals to be achieved and performance indicators on which he or she will be appraised. The work contracts should be executed in an open, fair and participatory way to ensure that workers' strong values are rewarded, motivated and weak points identified and corrected accordingly. This is a strong point of identification to avoid biasness. When the workers with strong values are identified and motivated then it leads to performance increases, in actual facts the UDOM are exercising this phenomenon.

To ensure that supportive supervision and effective communication are achieved, the Public Services Regulations provide that public servants must be informed accordingly of various decisions pertaining to their jobs. The regulations stipulate that public servants shall be given feedback at regular intervals on their performance against the objectives, and shall be advised accordingly and accorded support to improve their performance. Again, there is much to be desired as to whether or not this is actually happening. Future studies can answer the query.

The results showed that the University of Dodoma uses internal memos, supervisor-supervisee talk, circulars, notices, advertisements, newsletters, meetings and news conferences, as the case may be, to inform not only its workers but also the community at large of matters that need their due attention. This ensures that workers are constantly informed of various decisions pertaining to their jobs and affairs.

4.8   Administrative Challenges

It was imperative that, UDOM like other institutions faces a number of challenges in administering a library service. The most cited challenge by the respondents was the higher rate of customers who are using library in comparing to the number of workers especially librarians. There is a mismatch between the demand for services and availability of employed librarians due to the ever increasing number of customers year after year.

Other challenges that were pointed out also included; the in sufficient fund to manage the motivation scheme and employment cost, this can be summarized as financial management challenges. For example in 2017 the government faces the challenge of removing the standard seven, form four who forged certificates out from the government system, during this process a big number of customers in UDOM were increased (students) while the government burns on employing new staff. The librarians were highly toiled than normal and hence the question of motivating them comes out. The motivation is the non-avoided concept in the library field due to its nature. This can simply be solved by adding of extra allowance as fixed to the Librarians salary packages.

4.9   Summary

The chapter presented results and discussed in deep the effect of motivation on performance of librarians at The University of Dodoma. Also the chapter presented respondents' views as gathered through the questionnaire. The chapter make it clear on how the library management can recognizes the librarians and workers in general, and the mechanism which will be used to rewards them wherever is possible.

Rewarding of an employee mainly depends on the availability of funds and the motivation policy to the organization. The chapter also discussed how the librarians participate in decision making for the benefit of them and management, also the way they can solve their problems by sitting down with management through the right channels. Finally the chapter insisted the management about the opportunities for training and career development at UDOM and other universities in general. From all above the chapter was very interesting because it hold a deep discussion on both parties between librarians and management.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This study was undertaken to analyze the effects of motivation on performance of librarians at the University of Dodoma. The conclusions were provided with much emphasizes   on the research questions.

5.2   Summary of Major Findings

The study examined the effects of motivation on performance of librarians at UDOM and found that the university uses a variety of rewards to motivate its staff. The common rewards include token honorarium, extra duty allowance, and certificate of achievement, best worker award and promotion. Besides, the study found opportunities for further studies, short term training, professional examinations and joint librarians' meetings as major form of training available to librarians at the university.

Moreover, the study revealed that despite existence of various organs to ensure workers' participation, there is ineffective participation as most of the decisions are vertical with strict modalities of implementation. Also, the study report that management do not consider regular meetings with workers as important. In addition, the study found that there is no involvement of workers when it comes to performance appraisal. Hence, problem of mismatch between increased library users and insufficient library personnel.

5.3   Conclusion

In concluding from all issues discussed we learn that in order to attract and retain qualified personnel, there is obviously a need to provide the adequate motivation to the librarians staffs if the government is really need to achieve the desired goals. At the University of Dodoma as discussed earlier things have been done at least toward motivation in librarians but the major efforts are more needed to make them comfortable so as to perform well to their daily routine.

The motivation to the librarians helps to change the behaviour of the workers to be hard workers with high morale and satisfaction. When the public university recruit the suitable and qualified young generation to library leads to increase level of performance as a result of increase the output level of services rendered. On the other hand, there are a number of problems facing the universities including the competition between public institutions or agencies and the private sectors. The conclusion is drawn that in order to attract and retain qualified personnel, there is obviously a need to provide the adequate motivation to the librarians' staff if the government is really need to achieve the desired goals (Allan *et al., 2001).*

Worker's motivation depends on observance by supervising authorities of sound management principles. Each employee should be able to feel that he/she is a part of a team working on the basis of clearly understood policies and directives towards clearly defined goals for the good of the institution. Proper delegation of duties and responsibilities should be on the basis of qualifications, performance, skills and experience of the staff concerned. Individual workers should feel inclined to adopt and

embrace team spirit and supervising managers should provide adequate guidance, assistance and encouragement to subordinate officials (Manzoor, 2012).

In addition to that the recognition, the employee motivation and organizational effectiveness are directly related (Manzoor, 2012). In that case, by appreciating the employees for their work done and giving them participation in decision making, internally satisfies them with their job, organization and organizational environment. Thus their enthusiasm and motivation towards accomplishment of tasks increases. The motivated employees' works best in the interest of the organizations, which leads them towards growth, prosperity and productivity. Thus

5.4   Recommendations

The management has to check the possibilities of fixing a certain amount of money to the Librarians package of salaries; this will make Librarians to be satisfied and increase their ability to work. Not only that the management must check the possibility of asking the central Government to increase the minimum pay to Librarians.

The organizations should work out and make such policies and organizational structures that support employee recognition and empowerment, in doing so not only for Librarians but also to employees in general their performance will increase.

The similar study should be undertaken to cover a larger sample of the University of Dodoma staff population or other public universities in order to get their opinion to come up with a policies so as to enhance service delivery and more participatory development approaches.

REFERENCES

Abusharbeh, M. T., and Nazzal, H. H. (2018). The Impact of Motivation on Employees Performance: Case Study from Palestian Commercial Banks. *International Business Research, 11(4),* 142-153.

Adams, S. J. (1965). *Inequity in social exchanges. In Berkowitz (ed.) Advances in experiential social psychology.* New York: Academic Press.

Adams, S. J. (1965). The importance of work goals: an international perspective. *Journal of International Business Studies, 21(3),* 75-93.

Adeyinka, H., Henley, S., McGibbon, A., and McCarthy, T. (2007). *Motivation Questionnaire Manual and User's Guide*. Sussex, NJ: Saville and Holdsworth Limited.

Allan, H., and Blanchard, K. H. (2001) *Management of organizational behavior – utilizing human resources.* New York: Prentice Hall.

Akor, P. U. (2009). Influence of University librarians' leadership styles on the job performance of professional librarians in the North-Central zone of Nigeria (Doctoral dissertation). University of Nigeria, Lagos, Nigeria.

Annamalai, T., Abdullah, A. G. K., and Alasidiyeen, N. J., (2010). The Mediating Effects of Perceived Organizational Support on the Relationships between Organizational Justice, Trust and Performance Appraisal in Malaysian Secondary Schools. *European Journal of Social Sciences, 13(4),* 623-632.

Amin, S., and Irshad, M. Z., (2010). Job Satisfaction among Bank Employees in Punjab, Pakistan: A Comparative Study. *European Journals of Social Sciences, 17(4),* 570-577.

Akanbi, D. (2011). *Fundamentals of Management, 9th Edition.* Chicago: Irwin.

Alvarez, T. (1992). Social context of performance evaluation decisions. *Academy of Management Journal, 36(3),* 80-105.

Arrigo, H. (2010). *Performance Management, (2nd Edition).* Upper Saddle River, NJ: Prentice Hall.

Armstrong, M. (2005) *Armstrong's handbook of human resource management* (11th edition). London: Kogan Page.

Awases, T. N., and Adair, J. (2004). *The best of Adair on leadership and management.* London: Thorogood Publishing.

Baldoni, J., (2005). *Motivation Secrets. Great Motivation Secrets of Great Leaders.* London: McGraw-Hill.

Busha, C. H., and Harter, S. P. (1980). *Research methods in librarianship: Techniques and Interpretation.* London: Academic press.

Buchanan, K. (1974). *The role of monetary incentives in the workplace.* Gainsville, FL: University of Florida.

Brewer, F., and Schneider, R. (2000). *The motivation to work.* New York: John Wiley.

Carraher, T., Conlon, E. J., and Deutsch, S. J. (2006). Organizational effectiveness: a multiple constituency approach. *Academy of Management Review*, *5(2),* 211-17.

Campbell, H. (1990). Organizational Performance. *Compensation Benefits Review, 33(4),* 74-80.

Chao, E., Malik, M. E., Ghafoor, M. M., and Naseer, S. (1994). Organizational Effectiveness: A Case Study of Telecommunication and Banking Sector of Pakistan. *Far East Journal of Psychology and Business*, *2(1),* 37-48.

Daft, V. (2009). *Leadership and decision making.* Pittsburgh, PA: University of Pittsburgh Press.

Davis, S. (1995). Quality of Work Life and Organizational Perfomance Parameters at Workplace. *SEGi Review, 5(2),* 36-47.

Dessler, G., (2008). *Human Resource Management, 10th Edition.* Beijing: Tsinghua University Press.

Dessler, G. (2011). *Human Resource Management (12th edition).* Boston: Pearson.

Dina, T., and Olowosoke, G. O. (2018). The Effects of Motivation and Job Performance on Library Personnel Effectiveness in Universities Libraries in Nigeria. *Library Management 18(3),* 124-128.

Donnelly, J. H., and Snyderman, B. B. (1996). *The Motivation to Work.* New York: John Wiley & Sons.

Farhad, H. D. Ghatari, A. R., and Hasiri, A. (2011). Employees Morale in Public Sector: Is Organizational Trust an Important Factor? *European Journal of Scientific Research, 46(3),* 378-390.

Farhad, Abadi, F. E., and Khanzadeh, S. A. (2011). A Study of Influential Factors on Employees' Motivation for Participating in the In-Service Training Courses Based on Modified Expectancy Theory. *International Business and Management, 2(1),* 157-169.

Gallup, S. C. (2008). *Supervision Concepts and Skill Building.* New York, NY: McGraw Hill.

Halepota, H. A. (2005). *Motivational theories and their application in construction. Cost Engineering, 47(3)*, 14-18.

Halepota, H. A. (1999). What motivates employees? Workers and supervisors give different answers. *Business Horizons, 30(2),* 58-65.

Hassan, K. U., Farooq, S. U., and Ullah, M. I., (2010). The Relationship between Rewards and Employee Motivation in Commercial Banks of Pakistan. *Research Journal of International Studies*, *14(3),* 37-52.

Honold, L. (1997). *Work motivation: History, theory, research and practice* (2nd edition). London: Sage Publications.

Houran, D. (2005). *Employee Reward Management and Practice*. London: Sage.

Iberman, M. A. (1995). The impact of Human Resource Management practices on Turnover, Productivity and Corporate Financial Performance. *Academy of Management Journal, 38(3),* 635-672.

Iron, E. (2008). "Toward a Theory of Task Motivation and Incentives." *Organizational Behavior and Human Performance, 12(4),* 157–189.

John, D. (2005). A comparison of the perceptions of sales management and salespeople towards salesforce motivation and demotivation. *Journal of Marketing Management, 4(1),* 325-332.

Kothari, C. R. (2007). *Research Methodology, Methods and Techniques.* New Delhi: Bombay. New Age International (P) Ltd.

Kalimullah, C., and Chowdhury, M. S. (2010). Enhancing Motivation and Work Performance of the Salespeople: The Impact of Supervisors' Behavior. *African Journal of Business Management*, 1(9), 238-243.

Lamptey, R. B., Boateng, M. S., and Antwi, I. K. (2013). Motivation and Performance of Librarians in Public Universities in Ghana. Library Philosophy and Practices (e-journal)911. http://digitalcommons.unl.edu/libphilprac/911.

Lawson, P. C. (2018). Employee Motivation and Job Satisfaction in Ghanaian Academic Libraries: A Comparative Study of San Jonah and Osagyefo Libraries. MPhil. Information Studies Thesis, University of Ghana. Accra, Ghana.

Madukoma, E., Akpa, V. O. and Okafor, U. N. (2014). Effect of Training and Motivation on Job Performance of Library Personnel of University of Lagos, Lagos State, Nigeria. *Open Access Library Journal, 1(6),* 29-45.

Mani, R. P. (2010). Mechanism of improved performance: intrinsic motivation and employee engagement. *SCMS Journal of Indian Management, 12(4),* 82-97.

Manzoor, Q. (2012). Impact of Employees' Motivation on Organisational Effectiveness. *Business Management and Strategy, 3(1).* 1-12.

Malone, A. (1984). Motivating People on the way towards Organizational Performance. Victoria University (Australia), intern analyst, Covalence SA, Geneva.

Maro, P. (2002). Job Satisfaction and Organizational Commitment among University of Dar es Salaam Academic Staff. (Unpublished) dissertation Submitted in Partial Fulfillment for the Award of the Degree of Master of Business Administration in the University of Dar es Salaam, Tanzania.

Maslow, A. H. (1943). A theory of human motivation. *Psychological Review, 3(1),* 370-396.

Maslow, A. (1954). *Motivation and personality.* New York: Harper & Row.

Mathauer, I., and Imhoff, I. (2006). Health Worker Motivation in Africa: The Role of Non-financial Incentives and Human Resource Management Tools. German Technical Cooperation Eschborn, Germany. Human Resources for Health.

Matthew, B., and Walton, R. E. (2005). Reward Systems and the Role of Compensation. In J. G. Searle, Manage people, not personal. Boston: Harvard Business Review.

Mkapa B. W. (2007) Address by H. E. Former President of the United Republic of Tanzania and Chancellor of the University of Dodoma, Benjamin William Mkapa to Pioneer Students of the University of Dodoma; November, 2nd 2007.

Munga M. A., and Mbilinyi, D. R. (2008). 'Non-financial Incentives and Retention of Health Workers in Tanzania: Combined Evidence from Literature Review and a Focused Cross Sectional Study,' Regional Network for Equity in Health in East and Southern Africa (EQUINET) Discussion Paper Series 61.National Institute for Medical Research (NIMRI) Dar es Salaam, Tanzania.

Mutagwa, A. R. (1990). Issues and Problems of Workers Motivation in Tanzanian Private and Public Enterprises: A Comparative Study. A Dissertation Submitted in Partial Fulfillment for the Award of the Degree of Master of Arts (Public Administration) in the University of Dar es Salaam, Tanzania.

Mullins J. L. (1999). *Management and organizational behavior.* London: Pitman.

Mwakilembe, A. S. (1981). A Lack of Motivation as a Factor Leading to University of Dar es Salaam Staff Exodus, Dissertation Submitted in Partial Fulfillment for the Award of the Degree of Master of Arts (Education) in the University of Dar es Salaam.

Neckermann, F., and Hansen, R. (2008). *Compensation and Benefits Review. Rewards and Recognition in Employee Motivation*. New York: John Wiley.

Neuman, F. (2009). *The motivation to work*. New York: John Wiley & Sons.

Olusadum, N. J., and Anulika, N. J. (2018). Impact of Motivation on Employee Performance: A study of Alvan Ikoku Federal College of Education. *Journal of Management and Strategy, 9(1)*, 53-65.

Ozaki, K. A. (1998). Survey of Relationship between Organizational Justice and Empowerment. *European Journal of Economics, Finance and Administrative Sciences, 24(3),* 165-171.

Porter, L. W. (2003). *Motivation and Personality.* New York: Harper & Row.

Reena,A., Ali, R., and Ahmad, M. S. (2009). The Impact of Reward and Recognition Programs on Employee's Motivation and Satisfaction: An Empirical Study. *International Review of Business Research Papers, 5(4),* 270-279.

Rees. P., and Snyderman, B. (2003). *The Motivation to work.* New York: McGraw-Hill

Rukhmani, K. Ramesh, M., and Jayakrishnan, J. (2010). Effect of Leadership Styles on Organizational Effectiveness. *European Journal of Social Sciences, 15(3),* 365-369.

Rizwan, H. D., Ghatari, A. R., and Hasiri, A., (2010). Employees Morale in Public Sector: Is Organizational Trust an Important Factor? *European Journal of Scientific research, 46(3)*, 378-390.

Rock, V. (2009). *Work and Motivation.* New York: John Wiley & Sons.

Rowley, J. (1996). Motivation of staff in libraries. *Library management Journal, 17(5),* 31-35.

Saka, K. A., and Haruna, I. (2013) Relationship Between Staff Development and Job Performance Among Personnel in Branch Libraries, University of Maiduguri, Nigeria. *Mediterranean Journal of Social Sciences, 4(5),* 9-17

Sanga, J. J. (2007). Performance and Motivation of Workers in Tanzania Work Organizations: Lessons from University Computing Center Limited. A Dissertation Submitted in Partial Fulfillment for Award of the Degree of Master of Business Administration in the. University of Dar es Salaam, Tanzania.

Santrock, G. A. (2009). *Management theory and practice* (7th edition). Andover, Hants: Cengage Learning.

Sendaro, A. M. (1987). Workers' Efficiency, Motion and Management: The Case of the Tanzania-Zambia Railway Constructions. A Thesis Submitted for the Award of Degree of Doctor of Philosophy in the University of Dar es Salaam, Tanzania.

Smith, G. (1997). Does Herzberg's motivational theory have staying power? *Journal of Management Development, 24(10),* 56-67.

Stacey, W. (2007). *Motivation and Work Behavior, 7th Edition.* New York: McGraw-Hill/Irwin.

Stoner, A. F. (2002). *Management.* New Delhi: Prentice Hall of India.

The University of Dodoma, (2007:1). Knowledge Vol.1.No.1 June 2007: Newsletter of the University of Dodoma, Dodoma, Tanzania

The University of Dodoma, (2007:3) Recruitment and Promotion Criteria for Academic Staff, the University of Dodoma, Dodoma, Tanzania.

The University of Dodoma, (2007:3) Schemes of Service for Administrative Staff, the University of Dodoma, Dodoma, Tanzania

The University of Dodoma, (2008:2). The Birth of the University of Dodoma, Dodoma, Tanzania

United Nations, (2000). Ad Hoc Expert Group Meeting on Strategies for Improving Resource Mobilization in Developing Countries and Countries with Economies in Transition, Montreal, 2 - 6 October 2000.

United Nations, (2009). The Deputy Secretary- General: Remarks to the University of Dodoma. Dodoma, 23 July 2009

United Republic of Tanzania, (1994). Government Standing Orders. Government Printer, Dar es Salaam, Tanzania.

United Republic of Tanzania, (1999). Public Service Management and Employment Policy; President's Office, Civil Service Department, Dar es Salaam, Tanzania.

United Republic of Tanzania, (2002). Public Service Act No .8; Government Printer, Dar es Salaam, Tanzania.

United Republic of Tanzania, (2003) Public Service Regulations; Government Printer, Dar es Salaam, Tanzania.

United Republic of Tanzania, (2004) Employment and Labor Relations Act No .6; Government Printer, Dar es Salaam, Tanzania.

United Republic of Tanzania, (2007). The University of Dodoma Charter, March 2007, Government Printer, Dar-es- Salaam, Tanzania.

United Republic of Tanzania, (2003). Public Service Schemes; Government Printer, Dar es Salaam, Tanzania.

Upev, M. T., Chorun, M. T., and Idachaba, J. A. (2015). The Effects of Motivation on Staff Productivity/Performance at the Francis Sulemanuu Idachaba Library, University of Agriculture, Makurdi, Nigeria. *IOSR Journal of Research Methods in Education, 5(2),* 1-7.

APPENDICES

Appendix I: Individual Workers Structured Interview Schedule

Dear respondent,

I am a student in The Open University of Tanzania. I m pursuing Degree of Masters of Library and Information Management. The purpose of this schedule is to study the best ways of motivation which can be used at the University of Dodoma to motivate, and retain employees and make them royal to the University, thereby discharge their duties accordingly. Basing on the provided information, practical recommendations will be made to the University of Dodoma.

I kindly request you to spare a few minutes to answer these few questions. Please note that there are no right or wrong answers, it is just what you think and how you perceive your work situation. All the responses that you provide will be held in confidentiality. The responses will be aggregated so that no one individual will be identifiable.

1. How does the institution recognize workers for good services?

2. What does Institution do to motivate workers in Library Department?

3. In what ways does the Management provide training to its workers?

4. How Librarians does involved in decision making?

5. Are the workers involved in setting goals and standards for performance appraisal?

6. How does a workers in be informed for the decisions made by the top management?

Appendix II: Individual Worker's Questionnaire

Dear respondent,

I am a student in the Open University of Tanzania. My aim is to study the best ways of motivation which can be used at the University of Dodoma to motivate, and retain employees and make them royal to the University, thereby discharge their duties accordingly. Basing on the provided information, practical recommendations will be made to the University of Dodoma.

I kindly request you to spare a few minutes to answer these few questions. Please note that there are no right or wrong answers, it is just what you think and how you perceive your work situation. All the responses that you provide will be held in confidentiality. The responses will be aggregated so that no one individual will be identifiable. Thank you for your cooperation

For each question below, either fill in your answer or put a "V" besides the best response

1. Sex: Male …………………………..Female …………………………………

2. Your age in years: (20 – 30)…. (30 – 40)…. (40 – 50)…. (50 – 60)…. (60+)……

3. Your nationality …………………………………………………………………..

4. Your level of education……………………………………………………………

5. Years you have served the University ……….. …………………………………

6. Your position in the University..

B: Employees' perception and attitudes on motivation at UDOM

Please use the numbers below to indicate how much the following items are important or not important in your job. Place the number that best corresponds to your response in the brackets at the end of each statement.

1. Strongly disagree 2. Disagree 3.Indifferent 4.Agree 5. Strongly agree

I: Rewards and recognition among workers

7. In addition to salary and other fringe benefits, recognition for best performers through verbal or written praises and public announcements motivates workers (   )

8. Workers are motivated when they have meaningful work that is recognized (recognition includes being given responsibilities and challenging jobs) and contributes to the overall goals of the organization (   )

9. Workers are motivated when there is fair administration of rewards and positive acknowledgement for good service and punitive measures for mistakes amongst them (   )

II: Opportunities for training and career development

10**.** Well tailored orientation and induction programs to the job influence workers' motivation, commitment to the job and loyalty to the institution (   )

11. Workers are motivated when they have opportunities to learn job-related skills and knowledge that link the individual worker's career goals with the organization's human resource needs (   )

12. Workers are motivated when they have opportunities and support for training and career development and the beneficiaries of this training are selected in a transparent manner (   )

III: Workers' participation in decision making

13. Workers are motivated when they are respected as human beings and their opinions are sought and considered in making key decisions, particularly those that affect them ( ).

14. Workers are motivated when they are able to work independently while performing their tasks and assignments (   )

15. Teamwork among Librarians makes them enjoy their jobs as they feel a sense of belongingness (   )

IV: Job performance appraisal and feedback system

16. Workers are motivated when they are appraised through a transparent performance appraisal system that is not punitive but helps to recognize achievements, identify training needs, necessary remedies and give immediate feedback (   )

17. Workers are motivated when they are involved in the setting of goals, criteria and standards for evaluation of their job performance (   )

18. Workers are motivated when they have challenging jobs that make use of all their skills, knowledge and experience (   ).

19. Workers are motivated when there is equity in workload distribution and transparent mechanisms in compensation and promotion schemes (   )

V. Information flow to and from the University Management

20 Workers are motivated when there is smooth information flow in the institution as it keeps them informed, maximizes efficiency and minimizes personnel problems (   )

21. Workers are motivated when they have the opportunity to be listened to and heard and work with supervisors who are easy to communicate with (   )