**INFLUENCE OF MOTIVATION ON EMPLOYEES PERFORMANCE IN THE TANZANIA PUBLIC SECTOR: A CASE STUDY-TANZANIA PORTS AUTHORITY IN DAR ES SALAAM**

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**DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT**

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# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled:“***Influence of Motivation on Employees Performance in the Tanzania Public Sector: A Case Study-Tanzania Ports Authority in Dar Es Salaam***” in partial fulfillment of the requirements for the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

……………………………………………….

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…………………..……..……

Signature

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Date

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# DEDICATION

This study is dedicated to all who in one way or another have given me a support to reach this stage. The first goes to my family for great tolerance, love, care and support encouraged me when I faced challenges, also knelt and prayed for my success and without forgetting my teachers and lecturers.

# 

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# 

# ABSTRACT

This research aimed to investigate ‘influence of motivation on employees performance’’ The study was held in Tanzania Ports Authorities in Dar es Salaam. The study was guided by three specific Objectives namely to examine how salary increment influence employee performance, to examine how job security influence employee performance and lastly to examine how promotion influence employee performance at TPA.Different motivation factors, Maslow’s hierarchy of needs theory (Abraham Maslow 1940) and Hygiene Factor theory (Herzberg 1968). Structured questionnaires and interview were exploited to collect Data. Data analysis was done using multivariate techniques like descriptive with help of Statistical Packages. The findings show that motivation factors are vital instrument of influenceemployee’sperformance at TPA.This study found that 89.5% of respondent agreed that salary increments as influence of employee performance in organization.100% means all respondent they also agreed on the promotion as the variable that influence employee performance in organization. But also job security is one of the variables, which influence the job performances and being supported by respondent and agreed on most like workers union by 54.7%.There is a necessity to improve on some of the preconditions as stated by Herzberg, which therefore calls for improving certain specific base linefactors through: The need to improve on supervision of the employees at all levels of the Commission. There is a need to improve on the working conditions at the TPA especially for the lowest cadres.

Keywords:Motivation and Employee Performance, Forms of Motivation and Employee Performance

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# LIST OF ABBREVIATIONS AND ACRONYMS

TPA Tanzania Port Authority

URT United Republic of Tanzania

SHRM Strategic of Human Resources Management

SPSS Statistical Package for Social Sciences

# CHAPTER ONE

# INTRODUCTION

# 1.1 Overview

This chapter starts with background information of the key concept of this study. The chapter introduces issues related to influence of motivation on employee performances, a case study of TPA in Dar es Salaam and it is followed by the statement of the problem and research objectives. The chapter also presents the research questions and significance of the study. Also these sections provide a briefly summary of the whole chapter.

# 1.2 Background to the Study

Business owners need employees that are able to get the job done, because employee performance is critical to the overall success of the company (Cappelli, 1998). Organization managers need to understand the key benefits of employee performance so that they can develop consistent and objective methods for motivating their employees. Doing so helps determine strengths, weaknesses and potential managerial gaps in the business organization. One of the most important factors in employee performance is to achieve goals. Successful employees meet deadlines, make sales and build the brand via positive customer interactions. When employees do not perform effectively, consumers feel that the company is apathetic to their needs, and will seek help elsewhere. Employees who perform effectively get things done properly the first time. Imagine if the person who created customer reports was always late in completing them. The client services department would always be waiting, looking unprofessional and perhaps incompetent (Papasolomou&Vrontis, 2006).

Tanzania Port Authority (TPA) is one of the institutions that have made Tanzania proud since before independence. Looking at this history, it is crystal clear that a lot has been done towards strengthening it for the benefit of the people of this nation and neighboring countries. A port is crucial infrastructure network; water transportation is estimated to cover 85 percent of business cargos, which are transported in the world as a country. Tanzania has geographical position is blessed to strategically located in an area stretching to over 960 kilometers coastline with major three ports of Dar es salaam, Tanga and Mtwara.TPA operates a systems of ports serving the Tanzania hinterland and the landlocked countries of Malawi Zimbabwe, Zambia Democratic Republic of Congo (DRC), Burundi Rwanda and Uganda.(Ports, 2019).

Good remuneration has been found over the years to be one of the policies the organization can adopt to increase their worker performance and thereby increase the organizations productivity, Also, with the present global economic trend, most employers of labor have realized the fact that for their organizations to compete favorably, the performance of their employees goes a long way in determining the success of the organization. The employee performances are affected by the goals of organization the organization can accomplish its goals only when employees are providing best performance. Different factors including job security, salary increment training workplaces, recognition work place environment and motivation can influence the employee performance (Bernardi, 2019, Lorincova, 2019).

An organization must know who are its outstanding workers, those who need additional training and those not contributing to the efficiency and welfare of the company or organization (Moodley, 2018) have found that the employees turnover can be affected by the employee motivation and they also stated that the demotivated employee tends to leave the organization. The organizational commitment job satisfactions and employees motivation are the important factors, which lay an important role in employees turnover (Moodley S, 2018).

In an organizational the most dedicated employees can give the best performance, such assessments are based on objective and systematic criteria, which include factors relevant to the person’s ability to perform on the job. Hence, the overall purpose of performance evaluation is to provide an accurate measure of how well a person is performing the task or job assigned to him or her. Based on this information, decisions will be made affecting the future of the individual employee. Therefore, a careful evaluation of an employee’s performance can uncover weak- nesses or deficiencies in a specific job skill, knowledge, or areas where motivation is lacking. Once identified, the deficiencies may be remedied through additional training.

As per study of (Breaugh, 2018) employee motivation can be of two types First is Extrinsic motivations are those that are external to the task of the job, such as pay, work condition, fringe benefits, security, and promotion contract of services, the work environment and conditions of work. And the other is Intrinsic motivation on the other hand are those rewards that can be termed psychological motivations and examples are opportunity to use one’s ability, a sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in caring and considerate manner, (Kiruja, 2018). There are some factors like effective training employee motivation, workplaces environment, structures, and systems can affect the individual performance positively or negatively. He also stated that the employees who are motivated work hard and always be loyal to their organizations. Labor mobility poses serious challenges to many organizations in the world today. In order for the organization to survive there is need to create motivational schemes that’s would keep employees to stay with said organization.

# 1.3 Statement of Problem

Employees and organization performance mostly depends on employee motivation. Low motivation affects employee and organization and performance. Motivated employees are royal, committed and productive and provide good services to the organization. Employer should exercise employee motivation through the series of rewards for job well done and better organizational performance (Sevanson, 2011). Although the Government of Tanzania has made an effort in enhancing compensation in the public services but the increase did not result in convergence between public service pay level and those of the labor market comparators. Sizable gap still remains.

However, the study on staffing in Tanzania conducted in 2008 on staff motivation, attraction and retention revealed that there some motivational problem existing in public services including lack of special incentives, lack of supplementary income opportunities, lack of quality housing inaccessibility to social services such as education, health, water and electricity in working environment (URT, 2010).

Some of the researchers have just expressed problem of motivation in Public Sector in their studies, for example(Gisela, 2014) conducted a study on effects of motivation factors on employee’s job performance and found existence of mismatch of employer rewards and employee’s need that affects employee’s performance.

Despite the fact that Medium Term pay Policy and Medium Term pay Reform strategy recognized the importance of non-pay factors in improved work performance due to motivation derived no system approach have been developed till now to incorporate them into the public service.

Also pay and incentives level in the public services especially for technical professional and lower group cadre are still low leading to poor performance and low job satisfaction. For employees to carry out their duties effectively they have to be well motivated both intrinsically and extrinsically. A well- motivated employee seems to undertake tasks for his/her own sake.(URT, 2010)

Therefore, completion of this study is to improve motivation practice in Tanzania Ports Authority (TPA) in Dar es Salaam city, so as to improve employees and organization performance.

# 1.3 Research Objectives

This part constitutes general objective and specific objectives.

# 1.3.1 General Objective

To examine the influence of motivation on employee’s performance at Tanzania Ports Authority in Dar es salaam.

# 1.3.2 Specific Objectives

1. To examine how salary increment influence employee performance at TPA.
2. To examine how job security influence employee performance at TPA
3. To examine how promotion influence employee performance at TPA.

# 1.4 General Research Questions

What are the influences of motivation on employee’s performance at Tanzania Port Authority in Dar es Salaam?

# 1.4.1 Research Questions

1. Is salary increment having influence on employee’s performance at Tanzania Port Authority in Dar es Salaam?
2. ii) Is Job security having influence employee performance at TPA?
3. iii) Is promotions having influence employee performance at TPA?

# 1.5 Relevance of the Research

Firstly, to the government the study will intend to help Government policy maker to develop efficient public services pay and incentives policy especially to TPA in Dar es Salaam so that it brings influences on employee performance.Secondly, to the organization by the light of the findings of this study, Policy makers and implements within TPA shall have clear knowledge /understanding of motivations factors which are in favor of employee. This will help management in formulating strong base and establishment of clear and sound motivation factors, which related to the employee’s needs.Thirdly to academicians the study will contribute in knowledge acquisition for academicians when undertaking further studies in the relevant field with readily evidenced academic materials in Tanzanian organizations.

This study will make a number of contributions to different organizations,policy makers, Human Resource Managers, present employees and the futureones. The study will help local top management to understand motivationdrives that influence employees perform better in their jobs.Furthermore, this study will help the managers/administrators to understandthe needs of their employees and, hence maximize employee effectivenessand efficiency in order for the institutions/companies to gain a competitiveadvantage

# 1.6 Organization of the study

The study had comprise 5 chapters, whereby in the first chapter comprise background of the problem, statement of the research, research objectives, research questions, significance of the study, scope and the organization of the study.

Chapter two filled with the conceptual framework, theoretical literature review, empirical literature review, research gap, conceptual framework and theoretical frame work.

Chapter three include research methodology that was used by researcher during collection of findings at Tanzania ports authority.

Chapter’s four comprises of the findings and discussion of findings found at Tanzania Ports Authority based on the influence of motivations on employees performance.

In Chapter five conclusions, and recommendations and suggestions were included.

# CHAPTER TWO

# LITERATURE REVIEW

# 2.1 Overview

This presents the literature review on the study. It is concentrated on the definition of motivation, forms of motivation, theories on motivation and factors that motivates employees. An attempt was made to discuss performance, the effects of motivation on employee’s performance and monetary motivators versus non- monetary motivators, and conclude with the development of a conceptual framework.

# 2.2 Conceptual Definition

# 2.2.1 Motivation and Employee Performance

Motivation is the most important factors influential organizational performance. Employee motivation is the one of the policies of managers to increase effectual job management amongst employees in organization (Shadare et al, 2009). A motivated employee is responsive of the definite goals and objectives individuals must achieve; therefore, individuals direct its efforts in that direction. Organizational facilities will go waste if it lacks motivated people to utilize these facilities efficiently. Employee motivation and performance are key factors in moving a business forward. Owners, managers and supervisors know positive motivation leads to better performance and higher productivity but may rely on the wrong tools that will create dissatisfaction among employees and leads to poor performance. Motivation increase the willingness of the workers to work, thus increasing effectiveness of the organization goal is to develop motivated employees and support their morale regarding their respective works for better performance (Shadare et al, 2009).

# 2.2.2 Definitions of Motivation

Many scholars had tried to define motivation and it’s a well- studied field which has roots in many academic disciplines such as psychology, sociology, education, political science, and economic. Definitions of motivation according to society for Human Resource Management (2010), motivation is generally defined as the psychological force that determine the direction of a person’s level of effort, as well as a person’s persistence in the face of obstacles.

Bratton et al. (2007) defined it as a cognitive decision-making process that influences the persistence and direction of goal directed behavior. Work motivation can also define as the psychological forces within a person that determines the direction of that person’s behavior in an organization (Cameron, 2019) the inner force which gives energy to the individuals for the accomplishment of organization and person goals is knows as motivation.Element in the above definitions are “ efforts” – a measure of intensity that maximizes employees potential capacity to work in a way that is appropriate to the job “ persistence” – the application of effort work – related tasks employees display over a time period; and “direction “ – emphasizes that persistent high level of work – related effort should be channeled in way that benefits the work environment. (Bartol, 1998)Describe motivation as a power that strengths behaviors, gives route to behavior and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; Individuals must be satisfactorily energetic and be clear about their determinations.

Denhardt et al. (2015) also defines motivation as an internal state that cause people to behave in a particular way to accomplish particular goals and purposes. Whilst it is not possible to observe motivation itself, it’s possible to observe the outward manifestations of motivation. For instance, the acquisition of money may be an extrinsic motivator, but it is simply the manifestation of the internal drive to meet intrinsic needs like purchasing food, paying rent for shelter, or acquiring high social status. Denhardt et al, (2015) further stated that motivation is not the same as satisfaction. Satisfaction is past oriented. Whereas motivation is future oriented.

Igalens and Roussel (1999) on their part also stated that workers may be very satisfied by the compensation of their job; there are countless instances where these workers are not entirely motivated to continue doing what they would do. Motivation is central to management because it explains why people behave the way do in organizations. Motivation may also be defined as the internal process leading to behavior to satisfy needs. The process people go through to satisfy their needs is need- motive – behavior- satisfaction or dissatisfaction (Lim, Jung, , & Koo, (2005).).Some of the authors who had worked on the principal concept behind motivation such as Kreitner (1995).Buford et al, (1995), Higgins ( 1994) were cited in Lindner ( 1998) defined motivation as “ the psychological process that gives behavior purpose and direction , a predisposition to behave in a purposive manner to achieve specific unmet needs, an unsatisfied need and the will to achieve”.

For the purpose of this study, the definition of the society for Human Resources Management (SHRM) is adopted. Thus, following the society for Human Resources Management (2010) definitions, this study working definitions of motivation is;*“The psychological forces that determine the direction of a person’s level of effort, as well as a person’s persistence in the face of obstacles”.*

The above definition incorporates the idea of many possible actions that a person could engage in either to keep trying or give up when faced with roadblocks and obstacles. The adoption of these definitions makes it possible to examine the factors or events that moves, leads, and drives certain human action or inaction over a given period of time given the prevailing conditions. The next section discusses the various forms of motivation.

# 2.2.3 Forms of Motivation

Motivation, the drive to satisfy a need and to stimulate people and bring out that natural drive to do a good job ultimately comes from within an individual. People are motivated by a variety of things and the two types of motivation are intrinsic or extrinsic. Intrinsic motivated work behavior stems from a person’s ’internal’ desire to do something and is therefore usually self- applied for example pure interest in a project or a positive recognition from colleagues are examples of intrinsic motivation.

According to Malone and Lepper (1987), intrinsic motivation is what people will do without external inducement such as hunger, a sense of duty, altruism and a desire to feel appreciated. (Deci, 2013)Believes intrinsically motivated behaviors are seen when there is no other apparent reward expects the activity itself. view, very high levels of intrinsic motivation are marked by such strong interest and involvement in the work, and by such a perfect match of task complexity with skill level that people experience some kind of psychological “flow” a sense of merging with the activity they are doing.

Extrinsic motivated behavior on the other hand is behavior that is performed to acquire material or social rewards or to avoid punishment. The source of motivation is the consequence of the behavior not the behavior itself. (Deci, 2013) stated that extrinsically motivated behaviors as those where the controlling mechanism is easily seen and (Deci, 2013) stated in their work that extrinsically motivated behaviors are generally done as a consequence of pressure and result in low self- esteem and anxiety.

Regardless of whether people are intrinsically or extrinsically motivated, they join and are motivated to work in organization to obtain certain outcomes. An outcome is anything a person gets from a job or organization. Some outcomes such as autonomy, responsibility, feeling of accomplishment and the pleasure of doing interesting or enjoyable work, result in intrinsic ally motivated behavior. Other outcomes such as pay, job security, benefits and vacation time results in extrinsically motivated behavior.

# 2.2.4 Employee Performance

Employee performance indicates the financial or non-financial outcome of the employee that has a direct link with the performance of the organisation and its success. A number of studies show that an important way to enhance employee performance is to focus on fostering employee engagement. Research (Christian et al., 2011; Fleming &Asplund, 2007; Rich et al., 2010; Macey & Schneider, 2008; Holbeche&Springett, 2003; Leiter and Bakker, 2010) also suggests that the presence of high levels of employee engagement enhances job performance, task performance, and organisational citizenship behaviour, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service.

As the impact of employee engagement on employee performance was already shown in these earlier studies, this study intended to study the strength of impact employee engagement has on employee performance.

Demerouti and Cropanzano (2010) argue that engagement can lead to enhanced performance as a result of various factors. These findings are supported by a growing number of studies arriving at a positive relationship between engagement and individual performance (Halbesleben, 2010; Mone and London, 2010). This study aims to identify and measure the impact of the key factors of employee engagement, recognised in this study, on employee performance. There for from the above definition in this this employee performance should mean employee performance is how a member of staff fulfills the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance include the quality, quantity and efficiency of work.

# 2.3 Theoretical Review

# 2.3.1 Theories of Motivation

Various scholars have developed several motivation theories approaching motivational problem but all emphasizing on similar set of relationship, which include individual, his needs, his perception on how to satisfy his needs, and whether his needs satisfaction is equitable. All theories are unified thus may work only in a particular context. In this study Maslow’s hierarch of needs, Herzberg’s motivation theory will be discussed to find out importance and implications in motivating employees.

# 2.3.2 Maslow’s Hierarchy of Needs Theory (Abraham Maslow 1940)

Prasad (2000) explains that Maslow’s hierarchy of needs is a theory in psychology proposed by Abraham Maslow’s in his 1943 paper.” A theory of human motivation’ ’which was later extended. He formulated a hierarchy of human needs and his theory contents that as the basic needs are met, people desire higher needs in the hierarchy. He developed a model in which basic, low needs such as physiological requirements and safety must be satisfied before higher – level needs such as self- fulfillment are pursued. In the hierarchy model when a need is mostly satisfied it no longer motivates and the next higher needs take place.

The theory is based on the assumption that individual are motivated to satisfy a number of needs Maslow’s theory state that there is a hierarchy of five human needs; Physiological, safety, social, esteem and self –actualization.

**Physiological needs** are at the bottom of hierarchy and they tend to have the highest strength because without them an individual cannot survive. Unit these needs are satisfied to the degree needed for the efficient operation of the body, the majority of person’s activities will probably be at this level and other levels will provide him with the little motivation.

**Safety need** is the need for self- presentation and being free from work dangers. According to McGregor management should establish favorable environment and develop better employment policies while peter F. Drucker suggest that one’s attitude toward security is an important consideration for choosing a job. Organization can influence security needs positively through pension plan, insurance plan or negatively by arousing fears of being fired laid off or demoted.

**Social needs;** human being has a need to belong and to be accepted by various groups. When social being become dominant a person will strive for meaningful relations with others. If the opportunity for association with other people is reduced. Men often take vigorous action against the obstacle’s intercourse. Such environment develops where the work is routine, tedious, over-simplified when there is close supervision and control but there no clear channel of communication with management.

**Esteem needs;** are covered with self-respect, self-confidence, a feeling of personal worth, feeling of being unique and recognition. Satisfaction of this needs produce feeling of self-confidence, prestige, power and control.

**Self- actualization needs;** according to McGregor is a need to maximize one’s potential. What it may be. This is related with the development of intrinsic capabilities, which lead to people to seek situation that can utilize their potential. This includes competence, which implies control over environment factors, both physical and social, achievement. A man with high intensity of achievement needs will be restless unless he can find fulfillment in doing what he is fitted to do.

The theory has some problem. There is lack of hierarchy structure of needs as suggested by Maslow naturally; every person has to satisfy his need in some order. Money or income increments is clearly significant and a motivator at work. But to what extent is money a significant motivator and how important depends upon their individual circumstances and the other happiness they derive from work. The bottom line is definitely the extent to which money motivates people to work to the top of their abilities. Even though pay may still compose people tick, there are now a number of other significant influences on motivation. For a lot of people, the feeling of being recognized and valued appears more important than money in motivating them to keep on in a particular job (Cofer, &Appley, 1964).

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

Several critiques are leveled against Maslow theory. The needs may not follow a definite hierarchical order. For example, even if safety need is not satisfied, the social need may emerge.  The need priority model may not apply at all times in all places.  The level of motivation may be permanently lower for some people. For example, a person suffering from chronic unemployment may remain satisfied for the rest of his life if only he get enough food.



Figure 2.1: Maslow Hierachy of Needs

Source: Maslow, 1943

# 2.3.3 Hygiene Factor Theory (Herzberg 1968)

This theory is based on satisfaction and dissatisfaction expression by employees. Herzberg called those factors that produce job satisfaction motivators, and those that do not produce job satisfaction hygiene factors. The motivators according to this theory are factors which when present, increases job satisfaction and motivates employees to perform better, but when absent they do not lead to dissatisfaction. Herzberg identified the following as motivators; achievement, recognition for achievement, responsibility, advancement and work itself (Schunk, 1995;Gupta, 1998); Nnah, 1997).

According to Herzberg, these motivate employees to high level of performance. The hygiene factors are factors, which prevent dissatisfaction, but do not result in positive motivation or satisfaction however, the absence of hygiene factors often leads to job dissatisfaction. Hygiene factors according Herzberg’s theory include organizational policy and administration in the workplace, supervisors management style, physical working condition, quality of supervision, interpersonal relations, salary.

Like other motivational theories, the motivator – hygiene theory has received significant criticisms from researchers, one being whether a factor can cause job satisfaction for one person and dissatisfaction for another in the same work place. A highly structured work environment may satisfy one employee and dissatisfy another. A certain style of supervision may encourage employee to strive yet be suffocating for another. Therefore, the theory ought to explain the cause of labor turnover but it cannot be sufficient to explain labor turnover in an organization as the factors mentioned are relative.

Theorists such as Maslow (1954), Herzberg, Mausner and Snyderman (1959), and Alderfer (1972), have sought to explain employee motivation by holding on to the assumption that all individuals possess the same set of needs like salary increments, promotion and job security therefore prescribe the characteristics that ought to be present in the jobs. These theorists have afforded opportunities to managers to design motivational schemes to influence performance. What need to be answered are the factors of motivation, which drive the performance of employees in the Tanzania ports authorities (TPA).

# 2.4 Empirical Review

# 2.4.1 To Examine Salary Increment Influence Employee Performance at TPA

Rewards that an individual receives are very much a part of the understanding of motivation. Research has suggested that rewards now cause satisfaction of the employee to be affected, which directly influences the performance of the employee. In the study carried out by (Jibowo, 2007)*on the effects of motivators and hygiene on the job performance among a group of* 200 Tanzania Ports Authority workers in Tanzania.

The study basically adopted the same method as (Herzberg, 1959) - and it shows some support for the influence of motivators on job performance. In another study carried out by (Centers, 2007), they also based their research on Herzberg’s two factor theory of motivation, which separated job variables into two groups; hygiene factors and motivators. They made use of sample of 692 subjects to test the validity of two- factor theory. And it was discovered that at higher occupational level, “motivators” or intrinsic job factors were more valued, while at lower occupational levels “hygiene factors “or extrinsic job factors were more valued. From this work they concluded that an organization that satisfies both intrinsic and extrinsic factors of worker get the best out of them.

Alwedyan, (2021) studied on the impact of motivation on employees ‘performance at government agencies in Jordan. The researcher used the descriptive analytical approach and developed a questionnaire, which was distributed to (101) government employees. The study found that the relationship between morale motivations and government employees’ job performance is 30% stronger than the relationship between physical motivations and the performance of the same employees. Moreover it was also found that a nonexistence of a statistically considerable impact for the physical motivations on the study sample’s performance. following those findings the study recommends that conducting modifications on the motivation system to align with the nature of the employees’ jobs and efforts, and, paying attention to both the physical and morale motivations.

UzmaGhaznav (2011), conducted study on the employee motivation on job performance. The purpose of his study was *to determine the importance of employee motivation on Faysal Bank in Karachi, Pakistan.*Uzma in his study found that 50% of his employees 23 were not happy about their salary. That is to say salary was no given priority to employees, though employees were satisfied with their job security. There is a gap of financial incentives and fringe benefits. As on this study salary increment is determined as the factor or variable, which will influence the job performance of employee at TPA.

# 2.4.2 ToExamine How Job Security will Influence Employee Performances atTPA

Another study carried out, which is of importance to this research, is that of wood (1974). He *investigated the correlation between various worker’s attitudes and job motivation and job performance* using 290 skilled and semi – skilled male and female paper workers. The study revealed that highly involved employees who were among intrinsically oriented towards their job did not manifest satisfaction commensurate with company evaluations of performance.

They depended more on intrinsic rewards as compared to those who were more extrinsic in orientation. Gure, NaimaAbdullahi (2010), also researched on the impact of motivation on employee performance at Nationlink Telecom Somalia. On her thesis she found that motivation has strong positive influence on employee’sperformancerather than job satisfaction. Satisfaction has low significant on employees performance. However, the study concluded that motivation among support staff contributes more to the employees’ performance of support employees of Nation link Telecom Somalia.

Akhtar, and Iqbal (2017) studied on the impact of motivation on teachers’ job performance: A case study of a public sector university in Pakistani. The study employed a descriptive survey design and through close-ended questions. The study sample size was 100 teachers making 60% of the population, which was randomly selected from each department of the university. The study found that the research questions and proved statistically significant impact of teachers’ motivation on job performance.

Rukia, (2013) conducted a study on the Impact of employee’s motivation on performance at the president’s office in Tanzania. Purposive sampling was used to select 49 respondents from 143 populations of all staff at the president’s office. Data was analyzed by two methods quantitatively and qualitatively. Quantitatively the programme and Microsoft Excel were used to derive, frequencies, percentages, tables and charts. Qualitative data from interviews and open ended questions organized into meaningful themes and analyzed using content analysis. The study found that the vigorous nature of needs also pose challenge to a manager in motivating his subordinates; employees at the president’s office are satisfied.

According to Johnson (2005), employee motivation is based on a force that pushes people to make a particular job choice, remain at the job, and put in effort. The other author said employees plays more important factors in the success and failure in an organization. Motivation, in the context of work, is a psychological process that results from the interaction between an employee and the work environment and it is characterized by a certain level of willingness. The employees are willing to increase their work effort in order to obtain a specific need or desire that they hold. If the level of motivation increases, the performance of employees also will increase. In other word, motivation level is directly and positive relationship with the employee performance.

# 2.4.3 Examine How Promotion Influence Employee Performance at TPA

According to (Kotelnikov, 2000), the extent to which employees are motivated in their work depends on how well those employees are able to produce on the job. He goes further, to assert that motivation is expected to have a positive effect on quality performance; employees who are characterized by a high level of motivation will definitely show higher work and life Satisfaction. Having high level of motivation might affect employees negatively, the Motivation in this case will lead to higher level of initiative and creativity from the employees and where monitoring is difficult, motivation is therefore extremely important for ensuring high quality performance.

Beno, (2013) studied on the role of motivation in enhancing employees’ performance in the public sector organizations in Tanzania. Case study research design was used for empirical data collection. These data were collected through questionnaire and interview schedules. The study found that provision of motivation plays the following roles in enhancing employees’ performance: it makes employees more committed to their jobs; more comfortable and appreciative hence raise their job performance. Also increases the provision of quality services in the best way for the prosperity of the department.

Furthermore it creates good relationship and harmony within the organizations and reduces friction among workers and between workers and the management, hence increased employees’ performance. Lastly, it reduces employees’ absenteeism and labourturnover, which results into employees’ retention due to the fact that they are highly satisfied. Therefore the study recommends right placement of employees according to their professionalism need to be considered by the Immigration department. By so doing they can maximize their expertise effectively.

Masalu, (2015) studied on the assessment on the impact of motivation on employee performance in Tanzania. The target population of the research also involved both male and female who are employees’ of TanescoTabora regional office. Convenience sampling and purposive sampling methods were adopted in selecting a sample size. Data analysis was done through descriptive statistics. It was found that respondents said that they are influenced with motivation package as a result they are working hard. Also it was found that motivation has a strong and significant with employee’s performance.

Okan, v. Safakli and Mustafa, E. (2012), conducted a study on Universality of *Factors motivating employees in Banking Sector of Northern Cyprus*. Their study revealed that the most important factors motivating employees are equitable wage and promotion, extended health benefits and working environment. Furthermore, when compared with a similar 22 study in Finland, it is found out that the most important factor motivating employees in both countries is wage and promotions.

Budeba, (2019) conducted a study, which looked at the analysis of Employee Motivation and its Effects on Organisation Growth in Tanzania. A case – oriented research design was used to accomplish the specific objectives of the study. Structured questionnaire with both open and closed ended and interview methods were administered to collect data from 100 respondents, whereby 90 respondents filled the questionnaire and 10 respondents were included in interview method. Descriptive analysis was used to analyse data. The study found that motivation has been offered including salary bonuses, allowances, promotion, a conducive environment and training. The study also revealed that motivation influenced the growth of the organization. Findings from the respondents suggested that motivation affects employees to act towards achieving organisation goals and targets. The findings of the study indicated that motivation has played a vital role on the organisational growth. Moreover, the study revealed major challenges, which hinder employee motivation, practices of at FETA, including poor communication, inequity motivation, inadequate motivation and delayed payment. The study concludes that concludes that, motivation is extremely important engines for organization growth in a country.

Kahungya, (2016) conducted a study on the effects of motivation on employee’s performance in Tanzania. Quantitative approach and case study design were applied. Data analysis was done using correlation technique, which was employed to find out the relationship between two variables. Regression technique also was used to find out to which extent one variable affect the other using coefficient results. Following these findings the study recommends that enhancement of current motivation package by incorporating both intrinsic such as promotion, recognition, support for carrier achievement and extrinsic motivation factors such as salary, extra duty allowance, transport allowance, medical benefits will help optimum utilization of human resources as well as increasing employees’ performance. Furthermore there is pressing need to develop organisation motivation policy that will help the VPO management properly handling motivation function.

In a related study, Kulkarni (1983) *compared the relative importance of ten factors such as pay, security*. Which are extrinsic to the job, and other intrinsic factors like recognition, self-esteem, responsibility etc. among 80 white collar employees. And it was hypothesized that higher value will be placed on intrinsic rather than extrinsic job factors. Data was obtained through personal interview in which individuals were asked to rank each factor according to its importance. The result did not uphold the hypothesis and it shows two extrinsic factors adequate earnings and job security. The above are empirical works carried out by different researchers in the areas of rewards and performance. However, the questions are “what magnitude of performance variation can reward both extrinsic and intrinsic induce taking into consideration the argument and counter argument on the consequences of typing reward to performance.

Malangalila, (2020) studied on the role of motivation on employees’ performance in public organizations in Tanzania. The study used simple random sampling to select a total of 60 employees from the NHIF headquarters. Content analysis was used to analyse data. The study found that the working conditions, compensation and reward management packages have not been revised for quite long. Additionally the study found a positive relationship and with significant effect on employee performance.

Ahmed, (2018) studied on the role of motivation on employee performance in public organization in Somalia. The study was a descriptive. The data was analyzed using the statistics package for social sciences (SPSS) computer package. The data was interpreted using descriptive statistics through frequencies, percentages and correlation analysis. The findings were presented in the form of tables and figures. The study found that the ministry uses many different tools to motivate its employees.

These include; payments on time, employee rotation within the ministry and salary provision. Also the study found that NDP does not use provide fringe benefits to its employees. Additionally it was also found that ministry doesn’t pay its workers according to the amount of work they have done also when employees meet targets ministry doesn’t provide bonuses the ministry does not carry out training of its employees. The study also found out that the organization does not make sure that that employees work is challenging or involve them in decision making as a way of motivating them. Finally it was found that there is positive correlation between motivation and work performance.

# 2.5 Research Gap

According to the various scholars such as (Richard, 2010), Herman (2005) and (Armstrong, 2006)conducted the study about motivation and employee retention in public organization. There is no concrete study, which state clearly to point out influence of motivation on employee retention in public organization.

Despite of persisting situation of employee retention to be very crucial in Tanzania, most of studies conducted do not up with concrete solution to the problem. Recently study conducted by song stand at el (2012) relies that the workers under health sector in rural area in Tanzania prefer to be employed by the public sectors because of gifts and accessible to other benefits offered to them particular favorable pension schemes. Public sector being only reliable source of employment in rural area is only reasons why public health staffs tend to dedicate their long service in public sector.

In the staff of Lameck (2011), it was revealed that motivation especial non- monetary motivation are most important aspect of making employees stay in their organization for quite long period of time. The study conducted was to exploring influence of motivation on employee retention, and showing clearly on how motivation used to retain employees, also from the literature reviewed in this study, it is clear that most of the studies that have been researched have concentrated on motivation in general. JovinJoachimBitesigirwe (2015), conducted a research on Social needs in motivating employee performance in private schools. ErratulShelaEshak, MunirahMohdJidi&NorlidaZakirai@Zakaria (2015) they conducted a research that was to identify the relationship between motivation and employee performance at private healthcare situated in Malacca, Malaysia.

There have been, no Study that has been done to make assessment on motivation influence employee performance public organization so on these study focus to see on how public organization influence the employee motivation base on motivation as the case study is TPA. The purpose of this study is to assess the Influence Of Motivation on Employees Performance at Tanzania Ports Authorities. The independent variables includeSalaryIncrement, Job Security andPromotions. The dependent variable in this study is Employee performance.

# 2.6 Conceptual Framework

The figure bellow shows the relationship between independent variables and dependent variables as well as intervening variables of the research problem. The independent variables are considered as motivation factors which include extrinsic and intrinsic factors. Extrinsic factors include salary, fringe benefits, free meals, accommodation, medical benefits and transport services while intrinsic factors include job satisfaction, interesting work, career achievement, promotion, recognition and flexibility (Hertzberg 1990).

Dependent variable is employee performance which include variables like agreed objective, efficiency, punctuality, employee attendance, responsibility accomplishment, quality of work, loyalty and employee competency or innovative (Mustafa 2013, Miriam 2014, Lilian et al 2012). The intervening factors include variable such as government policy and economic condition (Orasa, 2014). The below figure shows the conceptual frame work

**Independent Variables** **Dependent Variable**

Salary Increments

Job Security

Promotions

Employees Performance

Figure 2.2: Conceptual Framework

Source: Research 2021

# 2.7 Theoretical Framework

The aim is to produce a model for employee retention conjunctions it with other aspect on motivation factors. Framework model in figure above clearly illustrate the motivation factors that resulting to satisfaction and being motivated and the final result is retaining employees in the organization. The model should therefore allow managers to manipulate a host of job characteristics and investigate upon motivation, performance and sustenance of workforce.

The framework model in above figure show the promotion is one of the factors of motivation, when employee get promotion in the organization, employee will be satisfied as result employee will still remain in the organization for long time.Salary increase is another motivation factor showed in the figure above, when employee get salary increased automatically employee will be motivated to work in the organization as results to remain in the organization rather than to think on leaving the organization and joining competitors.

Internal personal relationship showed in the figure above of the conceptual framework, if there is a good communication within employees in the organization, there will be harmony and peace among them as resulted to satisfaction of the work within the organization, and motivate employee to stay in the organization. Therefore retention of the employees in the organization depends much on the motivation factors. When employees get motivated they will stay but if they lack motivation employee will leave the organization and join the competitors.

# 2.8 Statement of Hypotheses

Motivation has influence on the employee performance were by from the variables which come up with both null and alternative hypothesis as follows:

# 2.8.1 Salary Increments on Employment Performance

**Ho, “**salary increments has influence on the employee performance”,**ha“**salary increments has no influence on the employee performance”. Were by from the research title explain all about the motivation towards salary increments has to influence the performance of the employee from that fact we have to accept the null hypothesis which is salary increments has influence on the employee performance.

# 2.8.2 Job Securityhas Influence Towards Employee Performance

**Ho,** “job security has positive influence on employee performance”, **Ha** “job security offered has no influence on the performance of employees” from the research the job security offered has to have the positive effect so as to improve the performance of the employee there for researcher accept the null hypothesis which state that job security offered has positive influence on employee performance.

# 2.8.3 Promotion Has Influence towards Employee Performances

**Ho**, “promotion has influence towards on employee performance” **Ha,** “promotion has no influence towards on employee performance” the research title state influence of motivation on employees performance there for by promoting the employee like allowances and incentives can improve the performance of the employee, there for here we accept the null hypothesis which is promotion has influence towards on employee performance.

# 2.9 Summary

On the review of the literature the research focus on the motivation as the general objective werebywith variable (motivation on salary increments, job security and promotion) and show relationship between variables and theories with brief explanation base on the other researchers and what will the research do the researcher also explain variables on their conceptual framework which show direct the relationships through diagram. According to the various scholars such as (Richard, 2010) , Herman (2005) and (Armstrong, 2006) conducted the study about motivation and employee retention in public organization which they also talk as motivation has great influence on public sectors. Lastly, according to McGregor management should establish favorable environment and develop better employment policies while peter Drucker suggest that one’s attitude toward security is an important consideration for choosing a job so on the chapter three the researcher will focus on how data will be collected and analysis which will come up with the result to support the fact that motivation has influence on the employee performance.

# CHAPTER THREE

# RESEARCH METHODOLODY

# 3.1 Overview

Research methodology is a way to systematically solve the research problem with the logic behind them or a science of studying how research is done scientifically (Kothari, 2004). This chapter discussed about area of the study, sampling design and procedure, variable and measurement procedure, methods of data collection and data processing and analysis.

# 3.2 Research Philosophy

Positivism research philosophy will be used in this study. Saunders et al (2015) define research philosophy as a system of beliefs and assumptions on knowledge development. The knowledge is generated when a researcher wants to answer a specific question. Therefore, the positivist research philosophy was applied in this study. Trochim and Donnely (2001) give that; positivism is the phenomenon, which can produce knowledge since it is associated with empirical testing. Positivist, like scientific research, is concerned with gaining knowledge by enquiry. Case study method will be applied, and quantitative data analysis will be used. The decision to use positivism philosophy in this study will be justified through the testing on how corporate social responsibility has an effect on company financial performance in this case Vodacom Tanzania Limited.

# 3.3 Research Approach

The use of deductive research approach will be applied in which data collected will be used to assess research question derived from existing theory and testing the causal relations between the variables and concepts (Rojon, & Saunders (2012).Independent variable being corporate social responsibility and dependent variable being corporate financial performance. Research questions will be created in order to test to what extent CSR has an effect on corporate financial performance. Bhatachrjee (2012) contends that a deductive research approach typically is a positivist research philosophy because it uses empirical data to test or refute hypotheses

# 3.4 Research Strategies

(Kothari, 2004)Describe descriptive research as it includes surveys and fact- finding enquires of different kinds. In this study Descriptive techniques will be used to assess the employee motivation toward the job performance. The choice of the design is preferred as it has considerable ability to generate answers to the research question. The design also allows the use of different data collection tools such as questionnaires; also the strategy develops empirical data and less expensive. Thus generally speaking the choice of this method help yielding maximal information however this methods was help me due to financial constraints as the source of fund is self without any external contributions. But this research design was help to save time and hence completions of this research study on time.

# 3.4.1 Area of the Research or Survey

The study was taken at TPA in Dar es Salaam the reasons for selecting TPA as the area to the study is that, nature of the study needed to be conducted in public organization, so as to explore the influence of motivation on employee’s retentions. TPA has strong infrastructure essential in facilitating smoothly collecting wealthy and suitable information, which are requiring in accomplishment of study. However the research area is also my workstation, which was enable me to access data easily moreover choosing this research area save cost because, I was not supposed to travel to reach the study area. Questionnaires were used to find out the impact of employee motivation on job performance.

# 3.4.2 Survey Population

The study population composes of a total of 95 employees of the TPA. The reasons of selecting TPA as the area to the study is that, nature of study needs to be conducted in Public Organization, so as to explore the influence of motivation on employees retentions. TPA has the strong infrastructure essential in facilitating smoothly collecting wealthy and suitable information, which are required in accomplishment of study. The study population refers to the total collection of elements which one would like to study or make inferences (Cohen, 2011).

The population aspect however refers to the individual participant or object on which the measurement is taken; it is the unit of the study (Cooper, 2011). The population of this study comprise of all the employees of TPA, because they were the foundation of the study and was provide the relevant answers to the research questions. The study population comprises of all the staff members who come from various departments within TPA.

# 3.4.3 Sampling Design and Procedures

Sampling is the process of choosing a smaller, more manageable number of people to take part in research study (Dawson, 2012) (Kothari, 2004) sampling is the selection of only few items from the universe for the study. For the purpose of this study random sampling was opted because it help to eliminate bias, it gives all individual an equal chance to be chosen, it helped having manageable number of representative and facilitated easy estimation of sampling error.

# 3.5 Methods of Data Collection

It explain the required data and information how was collected and from respondent. The sources and type of data of this research is both primary and secondary data, also on this research was use the questionnaire to collect primary data, which have the direct effect to respondent and independent, and dependent variables.

# 3. 5.1 Sample Size

Refer to the number of items to be selected form the universe to constitute a sample. According to (Kothari, 2004) selection of sample size depend on nature of the study, budget and time constraints. For the purpose of this study 95 respondents were used in data collection out 1775 employees found at Tanzania Ports Authority in Dar es Salaam.



**Where**

**N** = sample size for a finite population

**N**= size of the population (Number of employees in TPA)

**P**= Population reliability or frequency estimated for where the value of p= 0.5 taken from developed countries where p + q= 1

**e**=margin of error considered variable is 5 percent for this study

**Z** = Normal reduced variable at 0.05 level of significance

Z= 1.96



(Kothari, 2004)Defines sampling procedure as the best method of selecting respondents provided the sample was truly representative of the universe. He further explains that it is impossible to study the whole area, therefore sampling is essential in social science research. In order to make inference, the selected sample must be adequate and represent the diverse characteristics within the studied populace.

# 3.6 Methods of Data Collection

Data are facts and other relevant materials, past and present which serve as basis for study and analysis. This study was involve two kind of data thus are primary data and secondary data. Data collection methods were comprised of quantitative and qualitative data collection methods. Quantitative data collection methods rely on random sampling and structured data collection instrument that fit diverse experiences into predetermined response categories. They produce results that are easy to summarize, compare and generalize. Qualitative data collection methods play an important role in impact evaluation by providing information useful to understand the processes behind observed results and asses changes in people’s perceptions of their well being.

# 3.6.1 Primary Data

Data collection is critical to clinical research, and often is a prominent factor in determining the cost and success of a research project. How data are collected has a sizeable impact on how data are managed, and ultimately how the research is performed. According to Salkind,and Rainwater, (2006) many technologies exist for data col lection, ranging from simple paper forms to portable electronic devices. As yet, no data collection method is perfect and each has its own benefits, costs, and risks. A challenge for re searchers is matching the capabilities of the different data collection methods to the data collection priorities of the research projects.

A primary data source is an original data source, that is, one in which the data are collected firsthand by the researcher for a specific research purpose or project. Primary data can be collected in a number of ways. However, the most common techniques are self-administered surveys, interviews, field observation, and experiments. Primary data collection is quite expensive and time consuming compared to secondary data collection. Notwithstanding, primary data collection may be the only suitable method for some types of research (Salkind, (Ed.). (2010).

The primary data collection Involve data which were collected for the first-time using instrument like questionnaire, interview, survey and observation. For the purpose of this study primary will be collected through questionnaires.

# 3.6.1.1 Questionnaire

These are number of questions developed in definite order form weather typed or printed and sent to respondents to be answered. This method was used in this study because of low cost, being free from bias, larger sample coverage and data reliability (Kothari, 2004).

# 3.6.2 Secondary Data

Refers to the data, which have already been collected and analyzed by someone else. Secondary data was obtained from various reports; journals and circulars pertained to motivation in public service. The methods were chosen in respect of data reliability, suitability and data adequacies.

# 3.7 Data Analysis

(Kothari, 2004)Define analysis as a process of editing; coding, classifying, and tabulating collected data to make them amenable. Therefore data analysis involves systematic processing of data to make them useful and be able to present and convey meaningful message to the general public. In this study qualitative data was analyzed on basis of themes and contents of the subject under study, quantitative data were involved fact – findings from quantitative data, put in percentage after computation and calculations, tabulation of data for easy interpretation and analysis of facts or data wasmade, use of average logic analysis wasinvolved (Adams, 2007).

In this study the quantitative data collected was analyzed by using Statistical Package for Social Sciences (SPSS). For categorical variables, simple frequency analysis and cross tabulations were deployed.By analyzing the information from the respondents. The analysis was including descriptive analysis, which is used to describe the basic features of the data in a study. They provide simple summaries about the sample and the measures to assess the relationship between employee motivation and employee performance.

# 3.8 Reliability

Reliability is defined as the dependability of the research to the degree into which the research can be repeated while obtaining consistent results (Quinlan, 2011). In this case, the pilot study used first to test reliability. With that technique, questionnaires tested and retested to check if the respondents give the same data at each test. A total of three consecutive tests will be done to a selected 10 respondents before the actual collection of data. The same standard of observers scoring behaviour will be used through score analysis that correlates with each other and for repeated information to ensure that the instrument is consistent enough to collect correct information (Creswell, 2009).

Also, since the study relied on primary data, statistical test of reliability was also important in this case. The test shows how the results can be consistent over time. In this study, the Cronbach’s alpha was used and tested in SPSS to test internal consistency so as to explain the degree to which all the items in a test assess the same notion. The Cronbach’s alpha is expressed in ratio between 0 and 1 but, the test results is said to be good if the alpha is above 0.7.

# 3.9 Validity

Validity in research is the issue of how accurate the research is, in other words, how logical, truthful, robust, sound, reasonable, meaningful and useful the research is (Quinlan, 2011). For the results to be valid, they obey the categories of validity, which are content, criterion, face and construct validity. In that regard, the study will employ a content validity approach where the questionnaires will be discussed with the supervisor and other experts from the college to whom their recommendations and comments helped to establish the compatibility standard of the research study. The criterion validity will be maintained by performing different test as performed on test retest reliability. The length of the questions, ambiguities and the extent to which the questions answer the objective of the study was also tested. For the case of interview, interview guide was discussed with the supervisor before making actual data collection.

# 3.10 Expected Results of the Study

Most important the results of influence of motivation on employee performance study were provide a foundation for improving the overall rewards (both intrinsic and extrinsic rewards) in the TPA .The rewards identified in this study should be pursued utilizing the careful partnering of both public and private funds.

Second the results of the motivation of TPA employees should help to stimulate both organization performance and employees satisfaction. TPA should actively encourage government and others shareholders capable of introducing a variety of rewards including both intrinsic and extrinsic rewards.

# CHAPTER FOUR

# RESULTS AND DISCUSSION

# 

# 4.1 Introduction

This chapter deals with the results of findings and discussion of data. Primary data was attained through questionnaires based on the influence of motivation on employees’ performancea case of Tanzania Ports Authorities (TPA).The data gathered were presented and analyzed by the use of Statistical Package for Social Sciences (SPSS) program through descriptive statistical methods such as frequency tables, figureandmeasures of averages for easy understanding and interpretation by readers.

# 4.2 Response Rate

Out of 95 sample size taken, all 95 respondents were able to answer and return the questionnaires distributed randomly to the employees and managers at TPA and thus giving a response rate of 100%.

# 4.3 Descriptive Analysis

The researcher distributed 95 questionnaires and analyzed them. This part is used to provide analysis on the demographic characteristics of the respondents that were obtained from the survey and used in the analysis to make general observations on the data, such as Sex, age, education and work experience of employees at TPA.The researcher use descriptive analysis as is a branch of analysis, which focuses on the summarization and description of data that was collected from the survey (Weiers, 2008).

# 4.4 Respondents Characteristics

This section describes characteristics of the respondents from Tanzania ports authorities’ employees. Characteristics, which were examined include sex of respondent, age of respondent, education level of the respondent and time or year that he or she work on TPA.

# 4.4.1 Sex of Respondents

The sample in this study had 95 respondents. The sample was composed of 55 (57.9%) males and 40 (42.1%) females, which represented sex of respondents. Whereby, these indicate that most of respondents were male and few were female. This shows that most respondents who were available in TPA were male than females. With regard to labour productivity this result means that both genders are important in productivity. Findings from the study area are indicated in the Table 4.1.

Table 4.1: Sex of Respondents

|  |  |  |
| --- | --- | --- |
| **Sex of Respondents** | | |
| **Sex Group** | **Frequency** | **Response Rate %** |
| Male | 55 | 57.9 |
| Female | 40 | 42.1 |
| **Total** | **95** | **100.0** |

Source: Researcher findings, 2021

# 4.4.2 Age of Respondents

The researcher wanted to know the ages of respondents so as to obtain information from different kind of age groups. Ages of respondents were categorized in 4 groups. Responses were as follows; Majority of respondents aged from 20 years to 30 years were 46 (48.4%) of all respondents, followed by respondents who were aged 31 years to 40 years were 33 (34.7%) respondents, while respondents who were aged from 41 years to 50 years were 15 (15.8%) respondents and respondents who were aged from 51 years and above were 1 (1.1%) respondents. These indicate that most of employees are youth who’s characterized by mobility and too demanding of prosperities in working place. In retaining this group there is need to have clear motivations factors, which are very, clear and aligning their need with those of organization. Good working conditions, responsibilities and increase salaries are factors, which are most favorable to this group to compare with one of aged above 50 years. In other side workers aged above 50 most of them are focusing on retirements so their too conscious on job security and increase in salaries are major determinant motivation factor to make them continuing to work with said organization.Table 4.2 Age of Respondents

Table 4.2: Age of Respondents

|  |  |  |
| --- | --- | --- |
| **Sex Group** | **Frequency** | **Response Rate %** |
| 20-30Years | 46 | 48.4 |
| 31-40 Years | 31 | 32.6 |
| 41-50 Years | 16 | 16.8 |
| 51+ Years | 2 | 2.1 |
| **Total** | **95** | **100.0** |

Source: Researcher findings, 2021

# 4.4.3 Education Level of Respondents

It was observed that education level of individual who is working at TPA \ are mostly taken into account to determine the performance and accuracy of employee as it was observed that most of individual who have Diploma were 49 (51.6%) respondents out of 95 respondents, follows by respondents who attain Advanced Diploma and degree were39 (41.1%) respondents, while those who attain masters holder and above 7 (7.4%) respondents and 3(6 %)respondents. With regard to the performance of employees these findings indicate that most of the employee who work at TPA in they have access education comfortable which will influence the best performance of employee due to have a lot of understandings. Findings were indicated in the Table 4.3.

Table 4.3: Educational Level

|  |  |  |
| --- | --- | --- |
| **Sex Group** | **Frequency** | **Response Rate %** |
| Diploma | 49 | 51.6 |
| Advance diploma and degree | 39 | 41.1 |
| Masters holder and above | 7 | 7.4 |
| **Total** | **95** | **100.0** |

Source: Researcher findings, 2021

The table 4.3 shows that majority of respondents who represent entire working force of TPA are graduate from universities with bachelor degrees and diploma that is to say 51.6 % of them have diploma while 41.1% have bachelor degree and little less on master’s degree which are 7.4% from various declines respectively. In retaining this group there needs for the organization to establish motivation factors which are different from those whose non-graduates. Most of elite workers wish to stay with their organization if there is a chance to develop their careers by expectations of taking higher responsibility, free from supervision and good working conditions while non-elites may be attracted with increase salaries and job security.

# 4.4.4 Work Experience of the Respondent

The researcher also consider work experience of the employee because it has a valid and large influence to determine how motivation influence the performance of the employee were by according to the finding on executed data from TPA is as follows. 1 to 2 years ofwork were 51 (53.7%), 3 to 4 years of work were 12 (12.6%),5 to 9 years of work were 4 (4.2%), 10 to 24 years of work were 26 (27.4%) and 25 to 29 years of work were 2 (2.1%) and every one of them have their own perception base on the year they work on motivation influence employees performance because data collected give equal chance from junior to seniors staffs the following is table show result from the data collected.

Table 4.4: Workers Experiences at TPA

|  |  |  |
| --- | --- | --- |
| **Year of Work Experience** | **Frequency** | **Response Rate %** |
| 1 to 2 | 51 | 53.7 |
| 3 to 4 | 12 | 12.6 |
| 5 to 9 | 4 | 4.2 |
| 10 to 24  25 to 29 | 26  2 | 27.4  2.1 |
| **Total** | **95** | **100.0** |

Source: Researcher findings, 2021

# 4.5 Job Security Influence Employee Performance at TPA

According from the SPSS findings job security have the positive influence on the employee performance because most of component offered as the job security offered at TPA employee supports as follows, Long term contract 9 (9.5%), absence of unfair termination 1 (1.1%), economic growth trend on the organization were 6 (6.3%) employment evolvement were 7 (7.4%) well established workers union were 52 (54.7%) also others support any two of the option were 20 (21.1%) . So from the findings that’s show employee performance has been motivate due to the available of the well-established workers union which they help themselves for every aspect and as from the result many respondent they support the workers union and accept that its motivate them and results to increase their employee performance as shown in the Table 4.5.

Table 4.5: Job Security Plan at TPA Job Security at TPA

|  |  |  |  |
| --- | --- | --- | --- |
| **Job security plans at TPA** | | **Frequency** | **Response Rate %** |
|  | Long term contract | 9 | 9.5 |
| Absence of unfair termination | 1 | 1.1 |
| Economic growth trend of organization | 6 | 6.3 |
| Employment evolvement | 7 | 7.4 |
| Well established workers union | 52 | 54.7 |
| Two of them above | 20 | 21.1 |
| **Total** | **95** | **100.0** |

Source: Researcher Findings (2021)

And the following down is the bar chart which shows the result of the respondent base on the job security how it is influence the job performance of the employee at TPA which were collected and analyzed through SPSS and it show that well established workers union is the job security which is preferred by large number of the employee because it is give them ability to maintain their position and claim for their demands so job security act as the one of the fact that its motivate the employee to the organization to influence employee job performance .the bar chart show that majority of respondents agreed that Job security plan as vital motivation factor that influence employees to increase performance in TPA while less of them they don’t know. This indicates that employees in TPA are influenced by Job security to improve their performance. Due to the strategies employed by TPA Management to ensure Job security it hereby established that Job security is among of motivation factors, which influenced employee performance at TPA.

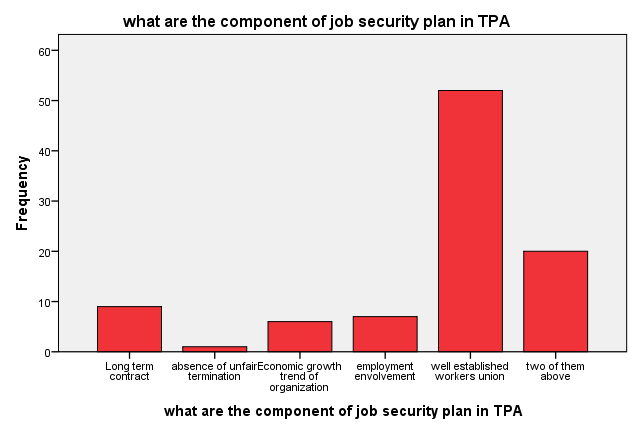


Figure 4.1: Job Security

Source: Researcher Findings (2021)

# 4.6 Salary Increment Influence Job Performance of the Employee at TPA

Salary in every organization have a positive or negative influence on job performance whether the salary as increase will influence employees to do job effectively and in efficiency way, while if there is no any salary increase or consideration will reduce the work spirit of the employee because every man and women they work for the betterment of their life and family,so as he or she work hard with no any positive change will disappoint the employee and lead to delay of work and inefficiency but if there is positive change in salary so as to life of individual as income increases will influence the performance of employee so as to get salary increment from the finding we analyze different way how TPA they plan on their salary increment so as in influence job performance of the employee .were majority of the employee they say that in every financial year there is a salary increment were 48 (50.5%) and also there respondent support that there is a salary increment base on the profit made by organization which were 46 (48.4%) and only one of the respondent support that there is salary increment in every year 1 (1.1%) so that shows that there is a salary increment which influence the employee performance at TPA and the follows is the table show the result from findings.

Table 4.6: How does Salary Increment Plan in TPA

|  |  |  |  |
| --- | --- | --- | --- |
| **Salary increment in TPA** | | **Frequency** | **Response Rate (%)** |
|  | Annually | 1 | 1.1 |
| In every financial year | 48 | 50.5 |
| Base on profit made by organization | 46 | 48.4 |
| **Total** | **95** | **100.0** |

Source: Researcher Findings (2021)

# 4.6.1 Is Salary Increment Fair in TPA

Also to came up with more and clear point there is a question rise *“is the salary increment fair?”* which majority of the respondent they agree by saying yes there is a fair salary increment which were 85 (89.5%) and also there are some respondent who answer the question by saying that salary increment is not fair which were 3 (3.2%) but also in every data collection there are error which on my collection I have respondent who also they are in between that’s means they say somehow is fair and somehow is not fair which were 7 (7.4%). That explains that in TPA there is a salary increment, which are fair and also influence the employee performance because large number of the respondent they support the fact that salary increment is fair and influence the employee performance. Based on interview with Director of Human resource in TPA for the purpose of getting addition information show that increase in salary is done based on three dimensions. One is done in every financial year to respond to the increase of salaries done by other public institutions, secondly based with immediately effect of promotion to the said employee and thirdly as salary bonuses as where organization revenue collections is exceed estimated amount. Also was reviled that the process of 41 awarding bonuses it’s done with regards of equal sharing of success of organization despite to be placed to individual employee.as shown on the Table 4.7.

Table 4.7: Attitude Towards Salary Increment TPA

|  |  |  |  |
| --- | --- | --- | --- |
| **Salary increment in TPA** | | **Frequency** | **Response Rate (%)** |
|  | Fair | 85 | 89.5 |
| Not fair | 3 | 3.2 |
| Somehow | 7 | 7.4 |
| **Total** | **95** | **100.0** |

Source: Research Findings (2021)

# 

# 4.7 Promotion Influence the Employee Performances at TPA

In the study also were prefer to analyze the promotions as a motivation variable which influence the job performance of the employee because in any work place as a employee being promoted will influence other employee to increase their job efficiency and effective so as performance will be increase. And the results show us that in TPA they offer different types of promotion which the employee they support accept it is influence the performance of workers and they support by all 95 respondent accept from the data question that ***‘’ is TPA Offer promotion? ’’***Which yes answer were 95(100%) and so the TPA offer promotion which has positive influence the employee performance as shown on the Table 4.8.

Table 4.8: Is TPA Offered Promotion to the Employees

|  |  |  |  |
| --- | --- | --- | --- |
| **TPA offer promotion** | | **Frequency** | **Response Rate (%)** |
|  | Yes | 95 | 100 |
| No | 0 | 0.0 |
| **Total** | **95** | **100.0** |

Source: Research Findings 2021

# 4.7.1 Promotion offered at TPA

The study also analyzed the promotion packages offered to the employee which was categorized in to six different ways also one of the promotion offered is communication allowance were 20 (21.1%), education sponsored were 23 (24.2%), house rent allowance were 23 (24.2%) worker of the month allowance were 12(12.6%), vacation and tour were 11 (11.6%) and transfers were 6 (6.3%).

Table 4.9: Promotion at TPA

|  |  |  |  |
| --- | --- | --- | --- |
| **Promotion at TPA** | | **Frequency** | **Response Rate %** |
|  | Communication allowance | 20 | 21.1 |
| Calendars and note books | 23 | 24.2 |
| House rent allowance | 23 | 24.2 |
| Worker of the month | 12 | 12.6 |
| Vacation and tour | 11 | 11.6 |
| Position transfers | 6 | 6.3 |
| **Total** | **95** | **100.0** |

Source:Research 2021

Which shows that promotion offered has also a positive influence in employee performance of employee at TPA because as we can see organization offered the promotion which they accepted by the employee also large number of employee they support the fact that the promotion act as the catalyst for their performance which support the fact that the promotion influence the employee performance as motivation variable.

# CHAPTER FIVE

# SUMMARY OF THE FINDINGS, CONCLUSION AND

# RECOMMENDATIONS

# 5.1 Introduction

This chapter presents the summary, conclusion, recommendations and areas for further study. The main objective of the study was to examine the influence of motivation on employee’s performance; a case of Tanzania ports authority in Dar es Salaam (TPA).

1. To examine how salary increment influence employee performance at TPA
2. ii) To examine how job security influence employee performance at TPA
3. iii) To examine how promotion influence employee performance at TPA

# 5.2 Conclusion

The study focused on” The influence of motivation on employees performance”. Various statistical techniques used to analyze data derived from objectives of study. Guided by specific Objectives the study findings show that the majority of the respondents accepted that motivation have large influence on the employee performance were by the variable analyzed were supported by the respondent which were Salary increments, job security and promotion.

This objective of the study was to assess the place of motivation in increasing job performance also the study used descriptive technique**s** to assess the employee’s motivation toward the job performance. The results of study reveal that there is a link between employee motivation and job performance where by whenever motivation increases the performance increase too, The findings reveal that majority of employees listed number of motivation items which motivate them most like Employee training, promotion, transport, working environment, working tools, motivation, good salaries of employees, good organization polices, and recognition of good performers.

The study did not only focused on the variable factors but also analyzed the demographic factor which support the result of the study which were, age of the respondent, education level and work experience of the respondent. So far each of the demographic data collected has influence on our data collected as on age of the respondent were focus on the number of youth who have the strong man power contribution to the work 20 to 30 years old were 46 (48.4%) and 31 to 40 were 31 (32.6%) which as we can see that large number is youth we need motivation so as to work at their best.

Also the study analyzed the gender factor which are real important on the influence of the job performance of the individual as the result were male 55 (57.9%) and female 40(42.1%) which shows as male were many than female but they all have equal chance on the performance of the work. lastly on the demographic factor is work experience which his have the positive impact on the variable relate because higher experience respondent will know how motivation factors has influence on the life.

It is clear from the study that the employees motivation has direct impact on employee performance. The empirical results of this study show that the motivation of the employee has advantages to the employee and the commission and the organization will keep the loyalty of the employee at the high peak. Also, the employee will trust their commission, supervisor and management. From these observations of facts it is clear that TPA can survive and grow by taking care of their employees.

It is clear that the salary increment, job security and promotion are the factor analyzed on the study and they show positive impact through employee performance as the influence of motivation. But also the research study has shown that management can make use of different tactics strategies and policies to motivate employees in work settings, but different tactics,strategies and policies would have a different motivational impact on diverse people. A motivation strategy may possibly have the power of enhancing motivation in one way and diminishing it in others. To make sure the success of motivational tools, it is important to consider the uniqueness of the situation and the diversity of the concerned group. It is the job of management to consider different alternatives according to situation.

This study highlights various aspects necessary for motivating employees to improve their performance in the TPA. This research might assist managers and workers to realize their obligations towards the performance of organization. This study would assists to restore the organization in better functional status and ensure the effective and smoothing existence in the purpose of increasing the performance and reputation of organization.

# 5.3 Recommendations

Employees in the Tanzania ports authorities need to be motivated constantly. They need to be encouraged to put their best for the organization. They need to be made comfortable to put all their efforts and achieve both organization and personal goals. Based on the findings the following recommendations are hereby suggested: A further effort to motivate workers is required by the organization. Issues to be addressed include: There is a necessity to improve on some of the preconditions as stated by Herzberg, which therefore calls for improving certain specific base line factors through: The need to improve on supervision of the employees at all levels of the Commission. The need to improve on the working conditions at the TPA especially for the lowest cadres.

To the government here government they stand as the employer of TPA so they have to increase the motivation packages which will also have a positive impact to the employee performance and also they should increase as many branches which will influence to come up with the different experience in dry ports and normal ports.

The management should have clear chain of communication with the employees this will make it easy for them to know the various needs of the employees and make it easy for them to cater for their employee’s needs. It would also help foster an environment of trust.

Lastly I recommended all of the organization that want to increase the performance of the employee they have to invite different seminars that will increase the creativity of the employee so as the performance and also some competition spirit which has a positive influence.

# 5.4 Limitation of the Study

On this study there are lot of limitation like time for data collection was not enough but I manage to organize and collect the data, but also on the organization there is a few branches of TPA which force me to collect all data only at TPA Dar es salaam but also time and cost has being a limitation factor to my collection but I manage to complete all.

# 5.5 Area for Father Researcher

The study assessed the employee the influence of motivation on employees performance; a case of Tanzania ports authority in Dar es Salaam (TPA). Suggestions for future studies; other researchers should consider to investigate the relationship between employees‟ motivation and performance at TPA as they are responsible to provide the efficiency and a effective services. Furthermore, due to the results from the respondents who are not sure on the fact like fair Employees Equal Treatment, and Employee Health Insurance are among of the motivator factors.

Further researcher should also look on the relationship between employee and employers how it influences the performance of the organization. But also the most relevant I face difficult so I suggest other researcher should consider is on promotion and the influence of employee performance.

# 5.6 Expected of Commencing the Study

The research was conducted throughout five months were from the beginning of the proposal writing to report writing and submission, it took a lot of time and expenses which is accurate be enough base on the sample which they only 95 by distributing the questionnaires to the respondents and give them enough time to feel them while collecting the primary data to the organization.

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# APPENDICES

## Appendix I: Questionnaires

My name is JamilaZanialiKigongo a student from the open university of Tanzania pursuing Master of Human Resource Management. Aim doing a research study of employee from TPA. This research study will be guided by research topic “Influence of motivation on employee performance”

I beg you to fill these questionnaires, which are intended to explore the information about motivation and performance of employee in TPA.

As employee of TPA you are requested to answer questionnaires appropriately following by the instruction given accordance with the categories of questions .in this papers you are not required to write your name simply this is merely intended foracademic use only.Note that the information given is confidential and it is only for research purpose.

**PART A: GENERAL INFORMATION**

Please tick appropriate

1. What is your age (in years)?
2. 20 t0 30
3. 31 to 40
4. 41 to 50
5. Above 50
6. Education
7. Form IV
8. Form VI
9. Diploma
10. Advanced Diploma and Bachelor degree
11. Master Degree and above
12. Work Experience with TPA ( in years )
13. 1 to 2
14. 3 to 4
15. 5 to 9
16. 10 to 24
17. 25 to 29
18. 30 and above
19. What is your positions
20. Non manager
21. Manager
22. Which department do you serve with?
23. Human Resources
24. Marketing
25. Supplies
26. Containers Terminal
27. Finance
28. Operations

**PART B: TO EXAMINE HOW JOB SECURITY INFLUENCE EMPLOYEE PERFOMANCE AT TPA**

Please tick to the appropriate answer

1. Does TPA plan for employee job security?
2. Yes
3. No
4. Don’t know
5. What are the components of Job security plans in TPA?

|  |  |  |
| --- | --- | --- |
| i | Long term contract of employment |  |
| ii | Absence of unfair termination |  |
| iii | Economic growth trend of organization |  |
| iv | Employment involvement |  |
| v | Well established Workers union |  |
| vi | Well established employment statutory |  |
| vii | Well defined terms of employment |  |

1. Do job security plans influence employees to stay?
2. Yes
3. No
4. Don’t know

**PART C; TO EXAMINE SALARY INCREAMENT INFLUENCE EMPLOYEE PERFOMANCE AT TPA**

1. Is there salary increment scheme in TPA?
2. Yes
3. No
4. Don’t know
5. How does TPA plans for salary increment? Tick relevance

|  |  |  |
| --- | --- | --- |
| i | Annually |  |
| ii | Quarterly |  |
| iii | In every financial year |  |
| iv | Based on profit made by organization |  |

1. What is your attitude towards salary increment
2. Fair
3. Not fair
4. Some how
5. Does salary increment plans by TPA motivate employee to stay for long? ,
6. Yes
7. No
8. Is salary increments influence the performance of employees in TPA?
9. Yes
10. No
11. If yes Explain and if no explain ……………………………………………

…………………………………………………………………………………………………………………………………………………………………………

**PART D: TO EXAMINE HOW PROMOTION INFLUENCE EMPLOYEE PERFOMANCE AT TPA**

For manager

1. What kind of promotions do you offer in TPA

………………

………………

………………

For employees

1. What kind of promotions do you received in TPA?
2. ………………….
3. …………………..
4. …………………..
5. ……………………….
6. …………………………

***Thanks for your cooperation.***

**JAMILA ZANIALI KIGONGO**

|  |  |  |
| --- | --- | --- |
| **S/N** | **ISSUES** | **AVTION TAKEN** |
| 1 | Correct Table of Contents to remove errors | Errors removed |
| 2 | Correct research Questions remove ‘How’ | Corrected ‘how’ has been replaced by is…. |
| 3 | Correct research Philosophy | This study used positivism – The one suggested by external examiner quantitative, qualitative and mixed research are research approach and have been explained – No action taken |
| 4 | Add reliability Test results | Reliability and Validity added in Chapter three after Data analysis section |
| 5 | Conclusion should reflect specific objectives | The caption of specific Objective added and not research question |

**DISSERTATION CORRECTION MATRIX**

Corrected by Jamila Igogo – 05thNovermber 2021