**THE IMPACT OF MOTIVATION ON EMPLOYEES PERFORMANCE IN PUBLIC SECTOR: A CASE STUDY OF MUHIMBILI UNIVERSITY OF HEALTH AND ALLIED SCIENCE (MUHAS), DAR ES SALAAM.**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF MASTER OF HUMAN RESOURCES MANAGEMENT**

 **DEPARTMENT OF LEADERSHIP AND GOVERNANCE**

**THE OPEN UNIVERSITY OF TANZANIA.**

**2021**

# CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled **“The impact of motivation on employees performance in public sector: A case study of Muhimbili university of health and allied science (MUHAS), Dar es salaam –Tanzania.”** in partial fulfillment of the requirements for the degree of master in human resources management of the Open University of Tanzania.

……………………………………

**Dr. Raphael Gwahula**

**(Supervisor)**

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**Date**

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

…………………………………….

Signature

…………………………………….

Date

# DEDICATION

This work is dedicated to my children Alice and Abby for the support and spiritual prayers during my entire studies. Also my dedication goes to mother Rose John and my Pastor Henry Catma for their tireless support.

# AKNOWLEGEMENT

First, I would like to thank God for his guidance and good health throughout my life and my entire study, especially during the time for accomplishing this dissertation.

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Lastly I would like to thank all people who in one way or another gave me assistance in writing my dissertation, although their names do not appear in this report. I rather thank you all and may God bless you.

ABSTRACT

This study aims at assessing motivation on employee’ performance at MUHAS. It involved three objectives namely; to examine motivational packages offered by MUHAS to employees; to assess the roles of employee benefits in enhancing job performance; and to analyse the relationship between motivational factors and employee’ performance at MUHAS. The study used cross-section design to collect data from 162 respondents. Questionnaire was adopted as data collection tool. Results of the findings indicated that, the offered motivational packages at MUHAS were; salary increment, promotion, recognition, gift vouchers, and cash rewards. employee benefits which enhanced job performance include, pension scheme, medical cover, fitness/wellness programme, and leave policy. Also, findings suggest that, motivational factors explain 78% of employee performance. There is positive significant relationship between salary increment, promotion, recognition, gift vouchers, cash rewards, and employee performance. The study recommends that, promote an environment for learning through formal on-the-job training, job transfer, interdisciplinary initiatives, promote further education and seek to ensure that the workers continually develop new skills and acquire new knowledge. This encourages employee motivation and eliminates the stagnation level that can easily take place in an organization.

**Key words: Impact, motivation, employees, performance, Public, sector.**

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LIST OF ABBREVIATIONS

**MUHAS** - Muhimbili University of Health and Allied Sciences

**FBM**  - Faculty of Business Management

**CEO**  - Chief Executive Officer

**DSM**  - Dar es Salaam

**HRM**  - Human Resources Management

# CHAPTER ONE

INTRODUCTION

## Background to the study

Motivation is the force which makes employees choose a particular job and keep working for longer time. Motivation can simply be explained as how people put more efforts hoping that their needs will be satisfied (Kalim, 2010).

Employee’s motivation in the organization is very significant since it improves the performance of the organization. Employees normally expect good working conditions, fair pay of their salary increments, bonuses, fair treatment and being involved in decision making. These factors are sometimes not fairly given to employees in local governments and public sectors in Tanzania (Patrick, 2008). These expectations vary from one organization to another organization. For the organization to solve these problems, an understanding on employees’ motivation is needed (Kalim, 2010). It has also been explained that, extrinsic motivation such as money can motivate employees to the extent of improving their delivery of services and products in both private Sectors and public sectors (Thomson, 2006).

Although health services in developing countries, especially South Saharan countries, have evolved considerably, there is still plenty of scope for improving services in order to meet the sustainable development goals (SDG's) (Thu *et al*., 2015). The motivation of the workers constitutes one of the most important factors for substantial growth and level of workforce in health services facilities (Shapovalova *et al*., 2015). Roh *et al*. (2016) emphasizes that the health workers' low morale is directly linked to their low performance and vice versa. Service quality, service delivery and performance are driven by employees’ strong commitment to resource mobilization during task handling (Batterham *et al*., 2016).

Study carried out by Orasa (2014) on motivating factors influencing employee performance in the Health Center in Mwanza, Tanzania, showed that, employee performance was motivated through job security and indicated that the link between motivation and employee performance was positive.

However, most recently conducted studies in developing countries , particularly Tanzania, have not examined the motivating effects on health sector performance of employees .Without motivation employees cannot deliver the required outputs (Adams, 2002), therefore, due to the logical perspectives presented above this research attempts to find out, the effect of motivation on employee performance as a case study of Muhimbili University of Health and Allied Sciences (MUHAS).

MUHAS is a Public University which is based in teaching different health programmes including medicine, dental, nursing, pharmacy, laboratories, environmental health and public health. It has main three core functions; training, research and consultants.

## Statement of the Problem

In the environment of highly competitive globe, the organizations are very constantly under the pressure to maintain their workforce. The most skilled reliable and engaged employees are a valuable asset for the growth of any organization. It is evident and clearly that highly motivated workers are most likely to have high production and better performance. The motivation of employees is the most challenging and standout characteristics a manager should possess (Bryman, 2015). There is a growing number of cases that any organisation may face a tough time retaining employees because of the aggressive labour market of today and the restricted opportunities available. And there is no sign of improving either. For instance, Leshabari *et al*. (2008) studied health workers motivation at Muhimbili Hospital and found that the majority of health workers are not motivated due to the lack of sufficient rewards and a high level of workload with no or little allowance, leading to the absence of morale standards in work for the majority of the workforce. Also, Gisela (2014) examined the impact of motivational factors on the performance of workers and found a lack of match between employer rewards and employee needs, which affect employee performance.

The loss of employees is marked as a great loss of information, experience and aptitudes which lead to a significant financial effect and cost to an organisation including the impact on the need of the customers (Omollo & Oloko, 2015). Managers having strong motivational technique assist the organisation by enhancing employee retention (Tumilaar, 2015).

This study investigates the relationship between the promotions and rewards on the motivation of employees with the effects from the performance of employees, more specifically at MUHAS. It also describes in what manner motivation impacts the performance of employees along with the good strategies for achieving organisational success.

MUHAS is a leading medical college in the country and in Eastern Africa region in general. It has been providing a wide range of motivations to its staff; therefore, it is important to determine the effect of those motivations on employee’s performance. Basely, the study aims to analyse the monetary and non-monetary tools of motivations that have greater impact of their performances, in a sense that; when these are incorporated in their job and job environments their morale could be boosted for further effective performance. Several motivations studies (Masalu, 2015; Mollel-Eliphaz *et al*., 2017; Mfinanga, 2018; Samwel, 2018) for employees have been done in Tanzania but little or no study has researched it at MUHAS, this study aims to close that gap.

## Objectives of the Study

### General Objective

To assess the impact of motivation on employee’s performance at Muhimbili University of Health and Allied Science.

### Specific Objectives

1. To examine motivational packages offered by MUHAS to employees.
2. To assess the roles of employee benefits in enhancing job performance.
3. To analyse the relationship between motivational factors and employee’ performance at MUHAS.

## Research Questions

1. Which of motivational package is most important for improving job performance?
2. What is the role of employee benefits in enhancing job performance?
3. What is the effect of motivational factors on employee performance?

##  Rationale of the Study

This study will help the MUHAS managers and administrators to understand the needs of their workers and will help in the maximization of employee efficient and effectiveness and that will help the organization to gain the competitive advantages. It will help other universities, governmental and non-governmental institutions human resources managers and administrators in developing policy for future employees. It will also help the local and top MUHAS management to clearly understand on how motivation helps in driving and influencing employees to perform better in their works. Finally, this study also will assist in provision of a concrete context for discussion on what can be done to ensure regeneration of employee’s capability in delivering of public services.

**1.5** **Scope of the Study**

The study covered Muhimbili University of Health and Allied Science Office located in Upanga Dar es Salaam as a public sector where selection of the particular institution was based on accessibility to researcher for data collection and limited time and financial resources.

# CHAPTER TWO

LITERATURE REVIEW

## 2.1 Chapter overview

This chapter describes literatures written basing to the effects of motivation on employee’s performance. It starts by review of different operational definitions followed by theoretical framework. The chapter also review empirical studies, identify the research gap, and develop conceptual framework of the study.

## 2.2 Definitions of the Key Terms

### 2.1.1 Motivation

Baron (1983) defines motivation as the driving force that makes people willing to want to put in their best in what they do. For the purpose of this study motivation is an accumulation of different processes which influences and direct our behaviour to achieve specific goals.

Robbins (1993) defines motivation as the willingness to exert high levels of effort towards organizational goals, conditioned by the effort’s ability to satisfy some individual needs.

According to Deckers (2010), motivation is a person’s internal disposition to be concerned with and approach positive incentives and avoid negative incentives. In his discussion on motivation described “*an incentive is the anticipated reward or aversive event available in the environment*.”

Motivation is a decision-making process, through which the individual chooses the desired outcomes and sets in motion the behaviour appropriate to them. Motivation can therefore be thought of as the degree to which an individual need, wants and chooses to engage in certain behaviour (Matoka, 2011).

### 2.1.2 Determinants of Job Performance

Job performance can simply be explained as a critical antecedent of performance management. A job normally consists of a number of interrelated different tasks, duties, and responsibilities which a job holder needs to perform and carry out, whereby the performance is a behaviour or action which is relevant for the organization’s goals, vision and mission and that can be measured in the level of proficiency or contribution to goals that is represented by a particular or set of actions (John & Campbell, 1988). This shows that, job performance includes certain functional as well as behavioural competencies. The factors that tends to impact job performance are includes the knowledge, motivation of the employees in the organization, feedback, personality and skills.

## 2.3 Theoretical Framework

In this section, different theories concerning the impact of motivation in organizational performance in public sector are discussed.

### 2.3.2 Herzberg ‘two factors theory

This theory of Herzberg two factors was introduced by Herzberg (1959). According to this theory, there are some factors that can cause job satisfaction, while a separated set of factors cause dissatisfaction. In this theory he also argued different ways that can be done but some of the most important ways to decrease dissatisfaction would be to ensure the employees gets job security, to create a positive culture in workplace that will increase productivity and also to pay reasonable salary and incentives. According to Herzberg theory, the hygiene factors are the one that can cause the dissatisfaction among the employees in a workplace.

This theory believes in two factors, namely hygiene and motivators;

#### 2.3.2 Hygiene Factors

Hygiene factors are extrinsic, and it includes factors such as the salary or renumeration, job security at work place, interpersonal relations, good working conditions, technical supervision and the company policies and administration in general.

#### 2.3.3 Motivators

It includes the factors that are based on individual’s needs for personal growth. When the motivator factors exist actively, they normally create job satisfaction. These motivators include the intrinsic factors such as a sense of achievement, recognition, responsibility, personal, status, growth and the work itself.

In this theory, Herzberg suggested that, in order to make employees work under a good working conditions and to remove all dissatisfaction in the working environment these hygiene factors must be eliminated hence the level of performance in the workplace will increase and also productivity in the organization will increase too.

### 2.3.4 Theory of Maslow Hierarchy of Needs

This theory was developed by Maslow (1943) who was famous known as the father of this theory. The theory is highly based on the motivation of employees. The most basic need is physical survival, and it is the first thing that motivates an individual behaviour (McLeod, 2007).

According to Carpenito-Moyet (2003), this theory believed that all people need to be motivated and that they will so hard towards satisfying those needs. The theory emphasized that need is what a person requires, therefore Maslow assumed that these needs that people wanted could be arranged according to their importance and priority in series of steps known as Maslow Hierarchy of Needs. In his theory he mentioned five stages model which includes;

Physiological needs; These includes biological requirements for human survival. For example, air, food, drink, shelter, clothing, warmth, sleep. Maslow believed that if these needs are not satisfied the human body cannot function well. He considered physiological needs the most important as all the other needs become secondary until these needs are met. Safety needs; these includes to protection from elements order, law, stability, freedom from fear.

Love and belongingness needs; Maslow believed that, the third level of human need is the social needs and the involvement of the feeling of belongingness. The need for interpersonal relationships motivates behaviour. For example, intimacy and trust, the friend ship, receiving and giving affection and love. Affiliating, being part of a group (family, friends, work).

Esteem needs; where by Maslow classified into two divided categories: (i) esteem for oneself (dignity, achievement, independence) and (ii) the desire for reputation or respect from others (for example; prestige and respect). Self- actualization needs; it includes the realizing personal potential, the self- fulfilment, seeking personal growth and reach the peak experiences. It includes a desire to become everything one is capable of becoming.

However, Maslow’s theory is criticized by Cianci and Gambrel (2003) by the argument that:

*“Maslow's hierarchy of needs fails to illustrate and expand upon the difference between the social and intellectual needs of those raised in individualistic societies and those raised in collectivist societies. The needs and drives of those in individualistic societies tend to be more self-centred than those in collectivist societies, focusing on improvement of the self, with self-actualization being the apex of self-improvement. In collectivist societies, the needs of acceptance and community will outweigh the needs for freedom and individuality.*”

The above elaborated factors are the five stages model of Maslow Hierarchy of Needs that explains the motivations that people need. This theory was adopted in the current study based on the fact that, the theory use a very valuable approach of thinking so much about human motivations and incentives in the organizations and in life generally. Also, this theory has relevance in modern day applications especially in the world of business where by it can assist in interpret human behaviour and motivation.

Also, the Maslow Hierarchy of needs provides clearly the summary of human needs which can be used in organization’s planning, product positioning and the product pricing and also the sales channel’s design.

###

### 2.3.5 Alderfer ERG Motivational Theory

It was developed by Alderfer (1969). The theory condenses the Maslow’s five human needs into three categories which are existence, relatedness and growth.

The results of Alderfer (1972) work suggest that thelower-level needs should not necessarily be satisfied before a higher-level need and they are emerging as a motivating influence which includes the existence, relatedness, and growth. The theory states that an individual is motivated so as to satisfy one or more basic needs. Therefore, if a person’s needs at a particular level are blocked therefore the attention should be focused on the satisfaction of needs at the other levels (Mullins, 2006).

### 2.3.6 Goal Setting Theory

This theory believed that the goals are immediate regulator of any human action. The goal setting theory believed on the effects of setting goals on subsequent performance. In the Goal Setting Theory, the individuals who set specific, difficult goals performed better than the individuals who set easy and those simple goals. Some of the crucial features of the Goal setting theory are the willingness to attain goals which includes both specific and clear goals, specific and the challenging goals, the better and appropriate feedback of results.

## 2.4 Empirical Literature Review

This section provides a review of empirical studies. It includes the empirical studies in the world, Africa, and Tanzania.

### 2.4.1 Global Empirical Studies

Okan, Safakli and Mustafa (2012) conducted the study on universality of factors that motivate the employees in banking sector of Northern Cyprus. Their research showed that, the crucial factor that highly motivates the employee includes equitable wage, promotions and bonuses, extended health benefits and good working condition. This research was conducted in a developed country (Finland) while a current study is focused in MUHAS located in Tanzania as a less developing country.

Akhtar *et al*. (2014) assessed factors that affects the employee’s motivation in one organization in Pakistan by using the multiple regression data analysis. Their results suggest that, there is a positive relationship between financial rewards and employees’ motivation. In most cases the organizations with higher level of financial rewards are more motivated than the others. Their results also suggest that, the relationship between job design and employee’s motivation was also very significant.

### 2.4.2 Africa Related Studies

Owusu (2012) conducted a research on the effect of motivation on employee job performance at Ghana commercial Bank. Findings indicated that, extrinsic motivation packages offered by the bank, in particular salary increment, fringe benefits and promotions enhanced morale and performance of workers.

Insimire (2011) studied motivations and sales performance of employees at Niko Insurance in Uganda. Her findings showed that, various motivation techniques used by NIKO Insurance included, promotion, the delegation of authority, as well as participation in decision making, the bonus and commission to good performers in the organization. It was also discovered that, Niko sales performance was highly affected by the quality of supervision, increased workers commitment, the level of education, condition under which they perform their duties, the quality and management of operations and the number of hours that they worked. The study above shows that, there is existence of gap from the fact that it was conducted in Niko Insurance which provides insurance services, while the MUHAS provide education on health services. However, there must be there solid variations of results basing to highly given attention on health issues.

### 2.4.3 Tanzania Related Studies

Shao (2013) assessed and analysed the effects of motivation on job performance that influences employee retention in public sector in Tanzania by using only the descriptive method of data of analysis. The findings of his study show that, there are some factors that increases employee’s morale of doing works such as; trainings opportunities, the good working relationships, retirements benefits, promotions opportunities, participations opportunities, participations and involvement in the decision making, salary scale, job security, working environment, availability of allowances and opportunity for career growth retail.

##

## 2.5 Research Gap

Basing on the above elaborated empirical review, it shows that, various studies have been done on motivation and employees’ performance in Tanzania. For instance, Shao (2013) and Swalehe (2015) conducted a research on motivation and employee performance at Tanzania public sectors in Morogoro| and Lindi regions respectively. However, very little is still known as regards to role motivation on employee performance in public academic organisations, health institute in particular. Present study is therefore aiming at filling this gap by assessing the impact of motivational factors on employee performance at MUHAS.

## 2.6 Conceptual Framework

Conceptual framework of this study is explained by three key variables; motivational strategies, employee’ benefits, and employee performance. Motivational factors and employee benefits acts as predictors (independent variables) of the study outcome. In the same setting, employee performance was regarded as dependent variable as illustrated on Figure 2.1.

Independent VariableDependent Variable

Motivation factors

* Salary increment
* Bonus
* Promotion
* Gift vouchers
* Cash rewards

Employee Benefits

* Pension scheme
* Medical cover
* Fitness/wellness programme
* Leave policy

Employees Performance

 **(Productivity)**

Figure 2.1: Conceptual framework

# CHAPTER THREE

RESEARCH METHODOLOGY

## 3.1 Chapter overview

This chapter identify different methodologies that were used to carry out the research. The chapter consists of research philosophy, research design, area of the study, study population, sample size, data collection tools, and analysis techniques.

## 3.2 Research philosophy

The way which helps to determine how data should be collected in a research work is called research philosophy (Bryman, 2015). What is recognised to be true and what is supposed to be true are the two beliefs in which research philosophy revolves around. When a researcher makes certain assumptions, which are based on research study, the assumptions should be reflected on research philosophy (Kumar, 2014). There are two types of research philosophy namely positivism and interpretivism philosophy. To describe research problems from an objective view-point positivism research philosophy is used, and to describe problems from subjective matter interpretivism research philosophy is used (Becker, 2014). Positivism research philosophy is widely used because of its objective nature by the researchers researching now-a-days. It mainly follows the empirical study of the subject matter; hence it is widely perceived. The reality manipulated with variation is done in positivism research philosophy (Creswell & Clark, 2017).

This study adopted positivism research philosophy. For the efficient measurement, the idea of the research needs to be optimised. This study uses positivism research philosophy since it based on factual data of the subject. Data which can be collected by observations are factual data (Saunders *et al*., 2015). The hypothesis formation and ultimately proving them wrong or right is the major target of positivism. To find the impact of motivation on employee performance at MUHAS this philosophy provides quantifiable findings. Due to the objective nature of this study positivism research philosophy was the most appropriate.

## 3.3 Research design

Bordens and Abbott (2002) notes that, the design of the study is a particular research plan or procedure that helps the investigator to convert the principle hypothesis into a functional one. This study used cross-sectional design where a survey was conducted for the whole sample only once. Cross-sectional studies are done at one time or for a short period of time. They are normally used to predict the occurrence of findings in a particular population. Therefore, cross-sectional studies include a 'snapshot' of the findings and related characteristics at a specific time (Levin, 2006). The cross-sectional analysis is reasonably inexpensive and takes a short time. The prevalence of interest outcomes can be calculated by collecting samples from the whole population. Questionnaire was adopted as a data collection method to acquire primary data during the analysis.

## 3.4 Area of the study

The study was conducted in Dar es salaam region, where information will be collected at Muhimbili University of Health and Allied Sciences (MUHAS). MUHAS is a leading medical college in the country and in Eastern Africa region in general. It has been providing a wide range of motivations to its staff; therefore, it was thus important to determine the effect of motivations on employee’s performance in this particular study area.

## 3.5 Study population

MUHAS has a total population of 648 permanent employees. Participants of this study were senior management officials and the supporting staffs.

## 3.6 Sample Size

Sample size is the number of people to be selected from the population to constitute a sample. The sample size was based on Roscoe’s (1975) rule of thumb for estimating sample size in four times the standard deviation in statistical distributions was considered. That means:

If, 1=100%

What is 1/4 of a total population?

 1 = 648

1/4= q

Which is: 1 x q=1/4x 648=

q= 162

Therefore, 162 respondents were the sample size.

Table 3.1: Sampling frame

|  |  |
| --- | --- |
| **Sampling technique**  | **Frequency** |
| Purposive sample (top management staffs) | **32**  |
| Random sample (normal staff) | **130**  |

### 3.6.1 Sampling techniques

This study adopted purposive and random sampling techniques. All directors, administrators, heads of schools, departments and research units were part of purposive sample. The purposive sample size comprised of 32 individuals holding offices from two (2) institutes of traditional medicine and the institute of allied health which form the five (5) MUHAS schools of medicine, nursing, pharmacy, dentistry and public health. Purposive sampling can simply be termed as the selection of only those individuals of whom are believed to be able to deliver the needed data and were used as the study assume that these people are knowledgeable and enough skills necessary for giving the required information. Whereas, simple random sampling is the probability sampling which involves all members in the population to have an equal chance of being selected. Simple random sampling was used to 130 normal staffs from the two institutes of traditional medicine and the institute of allied health at MUHAS.

## 3.7 Data collection methods

### 3.7.1 Questionnaire

In collecting of primary data, both Open ended and closed ended questions (designed in 5-likert scale) were used. The selected respondents answered both open ended and close-ended questions. Questionnaires were self-administered to employees of MUHAS. The researcher delivered the questionnaires to the respondents and wait for the responses from the participants.

Questionnaires method was used considering its cheapness and time saving to administer on scattered respondents over MUHAS main campus. The tool also provided the respondents with enough time to answer the questions.

## 3.8 Reliability and Validity of the Data

### 3.8.1 Reliability

Reliability means an instrument's ability to achieve consistent outcomes (Creswell *et al*., 2003). Whenever repeated, the process is effective as it achieves the same results (Best & Khan, 2006). Reliability often explores the degree at which the knowledge provided by the same individuals, but variations at time, is associated. To ensure reliability in this study, results were determined by SPSS to evaluate the Alpha coefficient of Cronbach where a value greater than 0.7 means that a data instrument is substantially highly reliable. The Cronbach’s Alpha is a reliability coefficient that calculates how positively the items in a dataset relate to each other (Sekeral, 2003).

The test results on Table 3.2 showed that the Cronbach coefficient was over 70% in all variables.

Table 3.2: Reliability Analysis

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable**  | **Number of Respondents** | **Cronbach’s Alpha** | **Number of items** |
| Demographic variables | 162 | 0.913 | 5 |
| Motivational factors | 162 | 0.817 | 5 |
| Employee benefits | 162 | 0.871 | 5 |
| Employee performance | 162 | 0.891 | 5 |

### 3.8.2 Validity

The methodology used to assess whether the research instrument can accurately calculate intended data and how explicitly research findings are can be called validity (Joppe, 2000). In other words, validity can be described as a reliable research tool. Whilst still being accurate, a system can be reliable (Kimberlin & Winetrstein, 2008).

In this study, reliability was ensured through pilot study by test-re-test method in which 10 questionnaires were administered to employees. The same procedure was repeated to the same respondents after one week and it was confirmed that, the former and the latter responses matched. Saunders *et al*. (2009) suggests that it is appropriate as a matter of reliability to check that the tool is pre-tested before the final administration.

**3.9 Data Presentation and Analysis**

The whole process of data presentation and data analysis began by editing data so as to ensure there is accuracy, uniformity and consistency of all the questions. interpretation and arrangement of data in tables was followed so as to fit the particular statistical tests and analysis aimed by this study. Statistical variables of the econometric model were analysed using multiple regression modelling technique. The first and the second objectives were analyzed using descriptive statistics. Whereas, the third objective was analysed using multiple regression.

**Econometric model**

Multiple Linear Regression Analysis

Multiple linear regression is modelling technique used to determine simultaneous relationship of several independent variables and one continuous variable (Eberly, 2007). It is used to predict the values of outcome variable Y, provided set of independent variables (x1, x2...) (Tranmer & Elliot, 2008). Researcher deployed this technique to analyse relationship between motivation strategies and employee’ performance. Before running the analysis, assumptions of multiple regressions were tested.

Regression Equation:

 *From*
 $Y=α+x\_{1}β\_{1}+x\_{2}β\_{2}+..x\_{n}β\_{n}+ε$

*Then,*

 $y=α+MSβ\_{1}+EBβ\_{2}+ε$

*Where,*

Y *= Employee performance*

MS*= Motivational Strategies*

EB *= Employee Benefits*

*α = Constant*

 ε = *Standard Error*

# CHAPTER FOUR

PRESENTATION OF FINDINGS

## 4.1 Chapter overview

This chapter presents analysis of the findings based on the specific objectives of study. It comprises demographic characteristics analysis, specific objectives analysis, and multiple regression analysis.

## 4.2 Demographic characteristics

The study sought to summarise socio-demographic characteristics of the participants. Characteristics which were considered include age, gender, working experience, and level of education as depicted on Table 4.1.

Table 4.1: Demographic Characteristics

|  |  |  |  |
| --- | --- | --- | --- |
| **Variable** | **Category** | **Frequency** | **Percentage** |
| Gender |  |  |  |
|  | Female | 65 | 40.1 |
|  | Male | 97 | 59.9 |
| Age |  |  |  |
|  | 18-27 | 100 | 61.7 |
|  | 28-37 | 50 | 30.9 |
|  | 48-57 | 12 | 7.4 |
| Education Level |  |  |  |
|  | College  | 80 | 49.4 |
|  | Undergraduate | 68 | 41.9 |
|  | Postgraduate  | 14 | 8.6 |
| Working experience  |  |  |  |
|  | 1-3 years | 57 | 35.2 |
|  | 4-7 years | 54 | 33.3 |
|  | 8-11 | 29 | 17.9 |
|  | Over 12 years | 22 | 13.6 |

### 4.2.1 Gender of the respondents

As shown on Table 4.1, results indicate that, 97(59.9%) of the respondents were males whereas 65(40.1%) out of 162(100%) were females. It shows that, most of the participants in the study were males.

### 4.2.2 Age of the respondents

Table 4.1 indicate that, 100(61.7%) of the respondents were youth aged between 18 and 30 years, 50(30.9%) were adult youth aged between 31 and 45 years, and only 12(7.4%) were above 45 years.

### 4.2.3 Education level of the respondents

Based on Table 4.1, 80(49.4%) of the study participants had attained college level of education. Whereas, 68(41.9%) of the participants had bachelor degree, and 14(8.6%) possessed postgraduate degree.

### 4.2.4 Working experience of the respondents

As shown on Table 4.1, 57(35.2%) out of 162(100%) respondents had at least an experience of three working years. While, 54(33.3%) of the respondents had four to seven years of working experience, 29(17.9%) had between eight to eleven years, and 22(13.6%) of the respondents had over 12 years of experience.

## 4.3 Motivational packages offered by MUHAS to employees

The study sought to examine perception of respondents on motivational packages offered by MUHAS to employees. The examined motivational packages were; salary increment, promotion, recognition, gift vouchers, and cash rewards.

### 4.3.1 Perception of employees on salary increment

Salary increment is a percentage of the total base salary of an employee. An increment is generally a part of the annual salary of the worker. Employers utilize raises or incentives to raise or reduce basic wages. Results revealed that, 55(34%) refused that, salary increment was offered, while 53(32.8%) agreed and 54(33.3%) remained neutral as indicated on Table 4.2.

Table 4.2: Descriptive statistics showing employees perception on salary increment

|  |  |  |
| --- | --- | --- |
|  Scale  | Frequency | Percent |
|  | Disagree | 55 | 34.0 |
| Neutral | 54 | 33.3 |
| Agree | 38 | 23.5 |
| Strongly Agree | 15 | 9.3 |
| Total | 162 | 100.0 |

### 4.3.2 Perception of employees on promotion

Promoting employees means increasing the ranks of an employee. It includes an increase in pay, rank, duties, position and benefits. Results indicate that, 106(65.4%) agreed promotion was offered to employees, 15(9.3%) disagreed, and 41(25.3%) remained neutral as shown on Table 4.3.

Table 4.3: Descriptive statistics showing employees perception on promotion

|  |  |  |
| --- | --- | --- |
|  Scale  | Frequency | Percent |
|  | Disagree | 15 | 9.3 |
| Agree | 106 | 65.4 |
| Strongly Agree | 41 | 25.3 |
| Total | 162 | 100.0 |

### 4.3.3 Perception of employees on recognition

Employee recognition is an appreciation of outstanding performance by the workers of an organization. Table 4.4 revealed that, 81(50%) of the employees agreed recognition was offered whereas 27(16.7%) disagreed, and 54(33.3%) remained neutral.

Table 4.4: Descriptive statistics showing employees perception on recognition

|  |  |  |
| --- | --- | --- |
|  Scale  | Frequency | Percent |
|  | Strongly Disagree | 15 | 9.3 |
| Disagree | 12 | 7.4 |
| Neutral | 54 | 33.3 |
| Agree | 67 | 41.4 |
| Strongly Agree | 14 | 8.6 |
|  | Total | 162 | 100.0 |

### 4.3.4 Perception of employees on gift vouchers

Findings show that, 109(67.3%) of employees disagreed gift vouchers were offered at MUHAS while 53(32.7%) of the respondents agreed. Results are portrayed on Table 4.5.

Table 4.5: Descriptive statistics showing employees perception on gift vouchers

|  |  |  |
| --- | --- | --- |
|  Scale  | Frequency | Percent |
|  | Strongly Disagree | 109 | 67.3 |
| Agree | 41 | 25.3 |
| Strongly Agree | 12 | 7.4 |
| Total | 162 | 100.0 |

### 4.3.5 Perception of employees on cash rewards

As illustrated on Table 4.6, 68(41.9%) of the respondents agreed that, cash rewards were offered, 55(34%) disagreed and 39(24.1%) decided to remain neutral.

Table 4.6: Descriptive statistics showing employees perception on cash rewards

|  |  |  |
| --- | --- | --- |
|  Scale  | Frequency | Percent |
|  | Disagree | 55 | 34.0 |
| Neutral | 39 | 24.1 |
| Agree | 42 | 25.9 |
| Strongly Agree | 26 | 16.0 |
| Total | 162 | 100.0 |

## 4.4 Role of employee benefits in enhancing job performance

Mean and standard deviation as measures of descriptive statistics were used to assess the role of employee benefits in enhancing job performance. Employee benefits which were assessed include, pension scheme, medical cover, fitness/wellness programme, and leave policy. Findings were demonstrated on Table 4.7.

Table 4.7: Descriptive statistics showing employees benefits mean score

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Variable  | N | Minimum | Maximum | Mean | Std. Deviation |
| Pension scheme | 162 | 2.00 | 5.00 | 2.8951 | 1.11237 |
| Medical cover | 162 | 3.00 | 5.00 | 3.3519 | .64483 |
| Fitness/wellness programme | 162 | 2.00 | 5.00 | 3.4136 | .85353 |
| Leave policy | 162 | 2.00 | 5.00 | 3.5926 | 1.03092 |

### 4.4.1 Pension scheme

Employee pension scheme is a social insurance scheme for organized-sector workers administered by the Employee Provident Fund Organization (EPFO). Results on Table 4.7 indicate that, pension scheme has a low mean score (*M*=2.9, *SD*=1.1) compared to other employee benefits on job performance at MUHAS.

### 4.4.2 Medical cover

The health benefits cover the whole or part of the cost of medical costs for an individual and extends the cost to many others. As shown on Table 4.7, medical cover has a moderate mean score (M=3.4, SD =0.6) compared to other benefits on job performance.

###  4.4.3 Fitness/wellness programme

This is a workplace approach to improve employee fitness, well-being programs includes events such as corporate training, weight loss tournaments, educational workshops, smoking reduction programs and health assessments designed to improve employee diet, weight loss, and overall physical well-being. Results indicate that, fitness programme at MUHAS has an average influence (*M*=3.4, *SD* = 0.9) on job performance.

### 4.4.4 Leave policy

A policy of leave consists of reminding workers of their paid holidays and of the national holidays they earn. Results on Table 4.7 show that, leave policy has high influence (*M*=3.6, *SD*=1.03) on job performance compared to other employee benefits at MUHAS.

## 4.5 Relationship between motivational factors and employee’ performance at MUHAS

Multiple linear regression was employed to analyse the relationship between motivational factors and employee performance. This type of analysis requires meeting several assumptions before its experiment. Five assumptions were checked including, linearity, homoscedasticity, normality, autocorrelations, and multicollinearity in order to affirm the results of the regression.

### 4.5.1 Assumptions of multiple regression

#### 4.5.2 Linearity assumption

This assumption requires that, relationship between dependent and independent variables should be linear in nature. Pearson correlation was used to check this assumption. Results show that, employee’ performance has significant positive linear relationship with all independent variables (*p* <.000). Also, the relationship between the variable was strong positive such that, recognition, r (165) =.44, promotion, r (165) =.57, gift vouchers, r (165) =.68, and salary increment, r (165) =.63 as demonstrated on Table 4.8.

Table 4.8: Correlations test showing linearity assumption

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Recognition | Promotion | Gift vouchers | Salary Increment | Cash rewards | Employee' Performance |
| Recognition |  | 1 |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  | 162 |  |  |  |  |  |
| Promotion |  | .730\*\* | 1 |  |  |  |  |
|  | .000 |  |  |  |  |  |
|  | 162 | 162 |  |  |  |  |
| Gift vouchers |  | -.116 | .073 | 1 |  |  |  |
|  | .141 | .354 |  |  |  |  |
|  | 162 | 162 | 162 |  |  |  |
| Salary Increment |  | .132 | .220\*\* | .775\*\* | 1 |  |  |
|  | .093 | .005 | .000 |  |  |  |
|  | 162 | 162 | 162 | 162 |  |  |
| Cash rewards |  | .066 | .096 | .616\*\* | .872\*\* | 1 |  |
|  | .402 | .223 | .000 | .000 |  |  |
|  | 162 | 162 | 162 | 162 | 162 |  |
| Employee' Performance |  | **.440\*\*** | **.570\*\*** | **.681\*\*** | **.631\*\*** | **.501\*\*** | 1 |
|  | **.000** | **.000** | **.000** | **.000** | **.000** |  |
| N | 162 | 162 | 162 | 162 | 162 | 162 |
| \*\*. Correlation is significant at the 0.01 level (2-tailed). |

#### 4.5.3 Normality assumption

This assumption demands the independent variables errors to be normally distributed. Skewness and Kurtosis were employed to test normality. It was revealed that, all variables errors were normally distributed as per rule of thumb. The rule of thumb for Skewness-Kurtosis is ± 2.58. The test is depicted on Table 4.9.

Table 4.9: Skewness and kurtosis coefficients showing normality assumption

|  |  |  |  |
| --- | --- | --- | --- |
| Variable  | N |  Skewness | Kurtosis |
| Statistic | Statistic | Std. Error | Statistic | Std. Error |
| Recognition | 162 | **-.722** | .191 | **.126** | .379 |
| Promotion | 162 | **-1.273** | .191 | **2.019** | .379 |
| Gift vouchers | 162 | **-.545** | .191 | **-.130** | .379 |
| Salary Increment | 162 | **.455** | .191 | **-.843** | .379 |
| Cash rewards | 162 | **.263** | .191 | **-1.266** | .379 |

#### 4.5.4 Homoscedasticity assumption

The homoscedasticity test assumes that, there are should be the same variance of the errors between independent variables (Osborne and Waters, 2002). As suggested by Stevens (2009), scatterplot was used to determine homoscedasticity presence. Figure 4.1 demonstrates the spontaneous dispersion of error that produces unequal distributions containing errors of similar variance.



Figure 4.1: Homoscedasticity assumption

#### 4.5.5 Autocorrelations assumption

Autocorrelations means that errors between independent variables remain independent (Osborne and Waters, 2002). Durbin-Watson was used as shown in Table 4.10 to check this assumption. The result indicates that variables had very low autocorrelations, with Durbin-Watson varying within reasonable appropriate values (DW=1.5). Field (2009) notes that, Durbin-Watson guarantees low autocorrelations when its coefficient lies between 1.5 and 2.5.

Table 4.10: Durbin-Watson Test

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error**  | **Durbin-Watson** |
| 1 | .885a | .782 | .776 | 2.13874 | **1.543** |

#### 4.5.6 Multicollinearity assumption

To test this assumption, the Variance Inflation Factor (VIF) and Tolerance Rate were determined. The results on Table 4.11 show VIF and tolerance conform to the thumb rule which implies extremely low collinearity between independent variables. Stevens (2009) suggest that, low VIF and large tolerance implies presence of low multicollinearity. Tolerance rate coefficient ranges between 0 and 1 whereas VIF ranges between 1 and 10.

Table 4.11: Multicollinearity Assumption

|  |  |  |
| --- | --- | --- |
| **Variable** | **Tolerance** | **VIF** |
|  | (Constant) |  |  |
| Recognition | .611 | 2.435 |
| Promotion | .831 | 2.318 |
| Gift vouchers | .726 | 3.071 |
| Salary Increment | .727 | 4.851 |
| Cash rewards | .917 | 4.611 |

### 4.5.7 Multiple linear regression analysis

Findings of the regression analysis indicate that, R Square =.782, this implies that, independent variables explain 78.2% of the model variations. Results also indicate that, the model was statistically significant (*p*<.000) as depicted on Table 4.12.

Table 4.12: Regression model summary

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Model** | **R** | **R Square** | **Adjusted R Square** | **Std. Error**  | **Sig.** |
| 1 | .885 | .782 | .776 | 2.13874 | **.000** |

Furthermore, regression coefficients on Table 4.13 suggest that, all variables were significant predictors (*p*<.000) of the model. One unit increase of recognition explains 1.3 increase in employee’ performance. Increase in one unit of promotion suggest 1.8 unit increase of employee’ performance. Also, one unt increase of gift vouchers explains 3.0 unit increase in performance of employees. In addition, single unit increase in salary increment and cash rewards accounts for 1 and 0.7 unit increase in employee performance respectively.

Table 4.13: Regressions Coefficients

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Variable  | Unstandardized Coefficients | Standardized Coefficients | t | Sig. |
| B | Std. Error | Beta |
|  | (Constant) | 7.697 | 1.015 |  | 7.582 | .000 |
| Recognition | 1.346 | .250 | .313 | 5.376 | .000 |
| Promotion | 1.810 | .325 | .316 | 5.566 | .000 |
| Gift vouchers | 3.048 | .265 | .754 | 11.516 | .000 |
| Salary Increment |  .987 | .486 | -.212 | -2.029 | .044 |
| Cash rewards | .705 | .332 | .170 | 2.125 | .035 |

Based on Table 4.13, the following regression model equation was developed;

*From*
 $Y=α+x\_{1}β\_{1}+x\_{2}β\_{2}+..x\_{n}β\_{n}+ε$

*Then,*

 $y=α+RECβ\_{2}+PROβ\_{3}+GVβ\_{1}+SIβ\_{4}+CRβ\_{5}+ε$

*Hence*,

$$y=7.7+1.3REC+1.8PRO+3GV+0.9SI+0.7CR+ε$$

*Where,*

Y *= Employee’ Performance*

SI*=Salary Increment*

REC*= Recognition*

PRO*= Promotion*

GV*= Gift Vouchers*

CR*= Cash Rewards*

*α = Constant*

 ε = *Standard Error*

# CHAPTER FIVE

DISCUSSSION OF THE FINDINGS

## 5.1 Chapter overview

This chapter provides discussion of the findings based on the specific objectives of the study. The discussion was elaborated by theoretical and literature underpinnings.

## 5.2 Motivational packages offered by MUHAS to employees

Based on the findings, motivational packages which were offered by MUHAS include salary increment, promotion, recognition, gift vouchers, and cash rewards. The obtained findings bring forth several implications to the study. In the case of salary increment, there was a disparity in employees’ response, 34% of the employees agreed to receive salary increment while 32% disagreed. This gives a notion that, salary increment is not satisfactory provided at MUHAS. However, majority of employees were satisfied by other motivational packages such as promotion, recognition, gift vouchers, and cash rewards. For instance, 65%, 50%, 67%, and 42% of the employees agree to receive promotion, recognition, gift vouchers, and cash rewards respectively. This implies that, salary increment is a least motivational package offered by MUHAS compared to the other four packages.

Present findings were in harmony with several empirical studies. For example, Tampu and Cochina (2015) emphasize that, the major improvement in employee performance are influenced by both intrinsic and external motivating factors such as working atmosphere, flexible working hours, promotion, performance incentives and recognition. Similarly, Tampu (2015) identified two reasons for ensuring employee morale regardless of sector or level of income, these are job conditions and flexibility of job, as they play a key role in the motivation and satisfaction of employees. Maslow's theory of the Hierarchy of Needs (1954) supports this argument on the notion that, human beings frequently give more priority to making resources available to essential needs. In a similar way, Tampu and Cochina (2015) suggests that, the best motivational tools for any company are high pay and interesting work.

## 5.3 Role of employee benefits in enhancing job performance

Findings of the study suggest that, job performance is more likely influenced by employee benefits including pension scheme, medical cover, fitness/wellness programme, and leave policy. Results revealed that, leave policy and medical cover has higher influence on job performance compared to pension scheme and fitness programmes. This provide an implication that, introduction of sustainable employee benefits has significant positive impact on job performance.

These findings were aligned with Nizam (2015) on the fact that, employee benefits should also be included in applying motivational factors since they tend to affect employee performance significantly. The findings from Waiyaki (2017) also indicates that, unequal and unfair incentives lead to poor employee performance.

## 5.4 Relationship between motivational factors and employee’ performance at MUHAS

In regards to the findings, it was revealed that, motivational factors have strong significant relationship with employee performance. Motivational factors attributed to 78% of employee performance. Factors such as recognition, promotion, cash rewards, salary increment, and gift vouchers yielded significant (*p*<.000) positive effect on the improvement of employee performance. This implies that, the measured motivational factors are significant predictors of performance as regards to MUHAS employees.

In consistency with current findings, Asim (2013) also found that, successful motivational techniques not only improve employee efficiency but also increase organizational productivity and revenue overall.

# CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

## 6.1 Chapter overview

This chapter provides conclusions and recommendations of the study. It starts with summary of the findings, followed by conclusion, and recommendations for practice and area for further studies.

## 6.2 Summary of the findings

This study aimed at assessing the impact of motivation on employee’s performance at MUHAS. The objectives of the study were threefold; to examine motivational packages offered by MUHAS to employees; to assess the roles of employee benefits in enhancing job performance; and to analyse the relationship between motivational factors and employee’ performance at MUHAS.

The first objective revealed that, the offered motivational packages at MUHAS were; salary increment, promotion, recognition, gift vouchers, and cash rewards. 55(34%) refused that, salary increment was offered, while 53(32.8%) agreed and 54(33.3%) remained neutral. 106(65.4%) agreed promotion was offered to employees, 15(9.3%) disagreed, and 41(25.3%) remained neutral. 81(50%) of the employees agreed recognition was offered whereas 27(16.7%) disagreed, and 54(33.3%) remained neutral. 68(41.9%) of the respondents agreed that, cash rewards were offered, 55(34%) disagreed and 39(24.1%) decided to remain neutral.

Second objective revealed that, employee benefits which enhanced job performance include, pension scheme, medical cover, fitness/wellness programme, and leave policy. pension scheme had a low mean score (*M*=2.9, *SD*=1.1), medical cover had a moderate mean score (M=3.4, SD =0.6), fitness programme had an average influence (*M*=3.4, *SD* = 0.9), while leave policy had higher influence (*M*=3.6, *SD*=1.03) on job performance compared to other employee benefits.

Third objective indicated that, R Square =.782, this implies that, independent variables explain 78.2% of the model variations. Results also indicate that, the model was statistically significant (*p*<.000). besides, all variables were significant predictors (*p*<.000) of the model. One unit increase of recognition explains 1.3 increase in employee’ performance. Increase in one unit of promotion suggest 1.8 unit increase of employee’ performance. Also, one unt increase of gift vouchers explains 3.0 unit increase in performance of employees. In addition, single unit increase in salary increment and cash rewards accounts for 1 and 0.7 unit increase in employee performance respectively.

## 6.3 Conclusions of the study

This study primarily aims at assessing the impact of motivation on employee’ performance. Findings of the study provides a statistical evidence that, motivation has a significant positive effect on performance of employees. It is evident that, successful integration of motivational factors in work encourage improvement of an individual performance and productivity of an organisation.

The study emphasizes that, presence of motivational factors at MUHAS has led to enhancement of job performance. Factors such as promotion, recognition, cash rewards, gift vouchers, and salary increment have strong influence on employee performance. However, these factors are not provided in a fair and equal tendency. Employees tend to be dissatisfied by salary increment among other motivational factors.

It also evident that, the role of employee benefits on enhancing job performance is significant. Leave policy and medical cover plays a crucial role in encouraging employee morale on job productivity and income generation. There is positive relationship between nourishment of employee benefits and an improvement of job performance.

## 6.4 Recommendations of the study

The findings indicate that successful motivational techniques affect the good performance of employees. There are, however, several concerns that health stakeholders and other researchers need to take into account. The recommendations of the study are as follows;

The manager should hold daily meetings to track and advise on the progress of an employee towards goals and clarify the performance and accomplishments of the organization. Workers should be fully aware of the decisions that will affect them and shall be kept up to date with all of the company's activities.

Staff are kept aware of general issues concerning their position at work by helping them better understand management decisions, reducing everyday incomprehension and improving the morale of employers and employees.

Promote an environment for learning through formal on-the-job training, job transfer, interdisciplinary initiatives, promote further education and seek to ensure that the workers continually develop new skills and acquire new knowledge. This eliminates the stagnation level that can easily take place in an organization.

## 6.5 Area for further studies

This study was carried out at MUHAS which is an academic health institute. Findings of this study cannot be generalised to other public organisations as regards to the nature of the study area. It is therefore recommended that, further studies be carried out in other public and academic organisations in Dar es Salaam. Also, further studies should be carried out on challenges facing organisation towards implementation of effective motivational strategies

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APPENDICES

**QUESTIONAIRES FOR MUHAS STAFFS AND ADMINISTRATORS**

**INTRODUCTION.**

**SECTION A; GENERAL INFORMATION**

1. What is your gender? Tick in the space provided
2. Male
3. Female
4. What is your age?

(a)18-25

(b) 26-35

(c) 36-45

(d) 45+

3. What is your category

(a)Director

(b)Head of Department

(c) Head of Division

(d)Supervisor

(f)Normal staff

4. Years of working at MUHAS………………… (Number of years)

5. What is your education level? Tick in the space provided

(a)Secondary level

(b)Advanced level

(c)Certificate level

(d)Diploma level

(e)Bachelor level

(f)Postgraduate degree level

**SECTION B**

The following items determine the impact of motivation on employee performance in public sector;

Please indicate your agreement or disagreement with the following statements by **ticking ( )** your response using scale.

1. **Strongly disagree**
2. **Disagree**
3. **Neutral**
4. **Agree**
5. **Strongly agree**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **1** | **Salary increment**  |  |  |  |  |  |
|  | MUHAS provides incentives and rewards  |  |  |  |  |  |
|  | Salary increments improves performances in the organization |  |  |  |  |  |
|  |
|  |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **2** | **Bonus** |  |  |  |  |  |
|  | Money is seems as the preferred bonus among the employees in the organization. |  |  |  |  |  |
|  | The availability of bonuses are satisfactory |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **3** | **Promotion** |  |  |  |  |  |
|  | Availability of growth and development iat MUHAS. |  |  |  |  |  |
|  | Employees promotions is done without favouritism at MUHAS.  |  |  |  |  |  |
|  | Availability of growth and development at MUHAS. |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **4** | **Cash Reward** |  |  |  |  |  |
|  | Employees feels satisfaction after getting monetary rewards rather than non monetary reward |  |  |  |  |  |
|  | Cash rewards improves job performance in the organization |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **5** | **Training** |  |  |  |  |  |
|  | The organization provides enough trainings and development |  |  |  |  |  |
|  | Attending on job and off jobs trainings |  |  |  |  |  |
|  | Attending conferences and seminars.  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **6** | **Pension Scheme** |  |  |  |  |  |
|  | Employee’s feels satisfied with available pension schemes in the organization? |  |  |  |  |  |
|  | The employees receives satisfactory payment of retirement  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | Variables  | **1** | **2** | **3** | **4** | **5** |
| **7** | **Medical Cover** |  |  |  |  |  |
|  | Workers are satisfied with the medical covers provided by the organization |  |  |  |  |  |
|  | Medical cover at MUHAS are provided without favouritism. |  |  |  |  |  |

**Thank you for your cooperation**