

**ASSESSMENT ON THE ROLE OF EMPLOYEES' WELFARE ON JOB
PERFORMANCE IN TANZANIA LOCAL GOVERNMENT: A CASE OF
MOMBA DISTRICT COUNCIL**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS 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 examination, by The Open University of Tanzania a dissertation entitled; **“Assessment on the Role of Employees’ Welfare on Job Performance in Tanzania Local government: A Case of Momba District Council”**. In partial fulfilment of the requirements for the degree of Master of Human Resources Management (MHRM) of The Open University of Tanzania.



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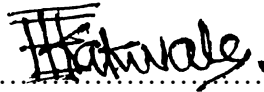
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DECLARATION

I, **Edward Kakwale**, 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 requirements for the degree of Master of Human Resources Management of The Open University of Tanzania.

A handwritten signature in black ink, appearing to read "Kakwale", is written over a horizontal dotted line.

Signature

A horizontal dotted line is positioned above the word "Date".
Date

DEDICATION

This dissertation is dedicated to my beloved wife, Rehema Silibwa, who provided me with care the whole time, especially in this postgraduate program. It is also dedicated to my dear parents, Joshua Kakwale and my mother, Desdelia Mkalawaya, who took me to school, the first day. Indeed I thank you all for your continued love and support towards my present academic achievement. May, God bless you.

ACKNOWLEDGEMENT

The study was successfully supported by direct or indirect contributions from certain people and institutions. First and foremost, I am grateful to the Almighty God for the gift of life and for enabling me to accomplish the course work and write this dissertation.

I am also indebted to my supervisor Dr Emmanuel Tonya for his valuable guidance and encouragement, and technical assistance despite her busy schedule. This dissertation would not have reached this stage without his extended support. Finally, I also wish to express my special thanks to my family members, including my beloved wife, Martin Edward Kakwale, Joshua Edward Kakwale and lovely daughter Hilda Edward Kakwale. They supported me in my studies morally and materially. They were patient, especially at the moment I was supposed to travel and spent some time away. Thanks should also go to institutions and individuals whose support was crucial to accomplishing this dissertation with none forgettable very prompt support of my boss David Z. Kafulila. It would be impossible to mention all of them individually, but I would like to take this opportunity to thank them dearly for their support. May God bless you abundantly!

ABSTRACT

The study aims at assessing the roles of employees' welfare on job performance in local Government. The study was carried out at Momba district Council as a case. The main objective was to assess the role of employees' welfare and job performance of local Government in Tanzania. Specifically, the study wanted to determine the essential welfare factors of employees toward job performance at Momba DC, to find out the effect of employees' welfare on work performance at Momba DC, and determine the relationship between employees' welfare and job performance at Momba DC. This assessment came following a practical gap on the lack of welfare policy in the district council to support the expected intrinsic of employees performing on Job to realise organisation goal. By using case study design and judgmental sampling technique, a total of 30 respondents were selected from the list of employees in Momba district council. The study results generated by content analysis revealed that the employees' welfare was not executed effectively, leading to employee's underperformance. The reason for none execution of the intrinsic and extrinsic welfare was learned due to the non-existence of welfare policy. From this gap, this study recommends that the employee welfare policy forum be organized and implemented to increase employees' morale, hence higher performance to reach employee objectives and Local Government objectives.

Keywords: *Employees' welfare, job performance, local Government, Momba district Council*

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LIST OF ABBREVIATIONS

EHS	Employee Health and Safety
HRM	Human Resource Management
HRP	Human resources Policy
ILO	International Labor Organization
LGO	Local Government Organization
LWT	Labor Welfare Theory
MDC	Momba District Council
NSSF	National Social Security Fund
OSHA-2007	Occupational Safety and Health Act, 2007 of Tanzania
PSMEP	Public Service Management and Employment Policy
PSSPF	Public Social Security Parastatals Fund
WCR	Workers' compensation Renewal
WPF	Welfare Policy Forum

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employee welfare is an area of social welfare conceptually and operationally (Weldon & Muathe 2014). It covers a broad field and connotes a state of well-being, happiness, satisfaction, conservation and development of human resources and helps the employee's motivation. The basic purpose of employee welfare is to enrich the life of employees and to keep them happy and conducted.

In the World of employee welfare and performance of Local Government in the public institution, the success of a District council depends on the employees' performance. In America, due to varieties, authors consider Employees' performance an essential requirement if an organisation maintains its efforts towards realising predesigned goals (Logasakthi & Rajagopal, 2013). According to Humana Resource Philosophy, employees are a critical business resource that must be managed carefully to maximise return on investment and achieve local government plans and objectives (Nanda *et al.*,2013). It is almost impossible to operate without offering a basic set of benefits for employees' welfare in this age and era. Organisations should understand that a healthy and stress-free worker is a significant asset to the organisation and should provide welfare services and programs (Ankita, 2010). Employee welfare facilities enable workers to live a more prosperous and more satisfactory life. After employees have been hired, trained and remunerated, they need to be retained and maintained to serve the organisation better (Karimi, 2010).

Welfare facilities designed to take care of the well-being of the employees. They do not generally result in any monetary benefits to the employer's employee's welfare, including all those facilities, services, and benefits that the employer provides to its staff for their comfort. Employees' welfare, safety and health are the measures that promote the efficiency of the staff (Logasakthi & Rajagopal, 2013). Different welfare programs provided by any organisation to its workers directly impact the physical, health and mental efficiency, alertness, morale, and overall efficiency. Some welfare facilities include accommodations arrangements and canteen facilities, and it can be categorised as the comfort of living and the working environment.

A study conducted in Africa by Mohan & Panwar (2013) shows that effective and efficient policies and welfare facilities make the employee perform the Job better, leading to effectiveness. In most local governments, citizens express their disappointment with local government performance, and they always complain about the performance and accountability of local government staff to the local needs. Citizens complain about the poor quality of the development projects implemented under the local governments. The complaints mainly consider the way local government staff fail to perform their duties effectively. The experiences show that employees in local Government engaged themselves in unethical practices such as corruption and mismanagement of public funds (Shillingi, 2017). Welfare services may be provided for matters concerning employees to supplement the workers' income by providing services such as housing, medical assistance, canteens and recreation facilities (Mishra & Manju, 2007). The premises and the departments are maintained healthy, and proper safety measures have been adopted in the

organisation. The study wanted to investigate whether matters implemented matters relating to employees' safety, health, and welfare. Employee welfare is a broad term that refers to the various services, benefits and facilities offered by the employer to employees with the purpose of lives of employees and to keep them happy and contented (Mishra & Manju, 2007).

Resma & Basavraj (2013) define employee welfare as the set of facilities, services and benefits which the employer provides to its staff for their comfort that motivates them to perform their duties and responsibilities effectively and efficiently. Employees' welfare, safety and health are the measures that promote the efficiency of the staff. Different welfare programs provided by any organisation to its workers directly affect their physical, health and mental efficiency, alertness, morale, and overall efficiency. Organisations should understand that a healthy and stress-free worker is a significant asset and provide welfare services and programs. Welfare is concerned with the total well-being of employees both at work and at home. Armstrong (2004) states that employee welfare programs rest mainly on the abstract ground of social responsibility on organisations for those who work for them.

Based on that background, organisations need highly performing employees to meet their goals to deliver the products and services they specialise in and achieve a competitive advantage. According to Gayle & Brock (2004), Organisations provide welfare facilities to their employees to keep their motivation levels high. The employee welfare programs can be classified into two categories, viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are

compulsory to provide by an organisation in compliance with the laws governing employee health and safety (Manju & Mishra, 2007). It is found that most welfare facilities like medical, canteen, working environment, safety measures etc., are provided by the company, and most of the employees are satisfied with the company's welfare policies towards the employee's welfare (Gayle & Brock, 2004).

Therefore, the Occupational Safety and Health Act, 2007 of Tanzania provides the guidelines for workers' safety, health, and welfare and all persons lawfully present at workplaces. However, one of the most prominent criticisms of the public sector, especially human resource management, has been benefits resulting in employee performance. Resulting from welfare is good health, enhanced morale, reduced stress and burnout among employees (Weldon & Muathe, 2014). The Momba District was part of the Mbozi District Council of the Songwe region; we can deduce that the council is still young. Momba is located in the western part of the Songwe region bordering the Sumbawanga region. Despite all the efforts of the government to expand the service delivery to remote and rural areas, the concern of employee's motivation has not been taken on board. The existing question is how to motivate employees as retention to stay? The current study is designed to recommend a practical solution for staff retention in the Momba district council.

1.2 Statement of the Problem

Employee welfare is a dynamic concept as new welfare measures are added to the existing ones and social changes. The modern concept of employee welfare entails all those activities of the employers, which are directed towards providing the

employees with certain facilities and services and wages and salaries. Welfare facilities are essential for the organisation's health since they bear a close connection with the productivities of the labour force (Manju & Mishra, 2007).

Employee welfare measures increase the organisation's productivity and promote motivation and healthy organisational relations, thereby maintaining industrial peace and retaining the employees for a longer duration (Armstrong, 2004). The human resource fraternity has spent many years trying to shake off its association with what it and others like to think of as at best peripheral and at worst redundant welfare activities (Armstrong, 2004). The state services provide welfare; why should industrial, commercial, or public sector organisations duplicate what exists? However, a scholar like Herzberg (2009) believes those welfare schemes are hygiene factors and do not motivate the workers to perform.

Armstrong (2004) states that employee welfare program rests mainly on the social responsibility on organisations for those who work for them. However, all employers have to provide welfare facilities within the precincts of the organisation as they form part of the working conditions. Many organisations are increasingly providing employee welfare depending on its priorities gives various degrees of importance to employee welfare. The main question that this research seeks to address is how the effects of employee welfare can be enhanced against local Government in the public sector.

Most remarkably, there is a severe problem and argument about the issue of staff welfare. Some scholars believe that the welfare scheme motivates workers to

perform more (Ejiofor, 2013; Lander, 2015; Nwachukwu, 2007). However, a scholar (Herzberg, 1959) believes that a welfare scheme is a hygiene factor and, as a result, does not motivate the workers to perform. Therefore this study wishes to resolve this theoretical puzzle.

Momba district council, as one of the public institutions, is not isolated from this phenomenon of employee welfare since it has employees who run day-to-day activities. The district council to execute the plans and strategies for the development of the district, but there is still poor performance due to staff application to shift to other better councils. The question prevailing is what motivates employees to stay and be comfortable in the Momba district? The study considers the practical way to encourage employees with designed welfare policy for better performance in local Government. The performance of employees is affected by the conducive environment, which impacts the performance of Employees.

1.3 General Objective of the Study

The research objective is supported with the specific objectives and research questions that will need to be answered at the end of the study. Here below are the specific objectives and research questions.

The study's general objective was to assess the role of employees' welfare and job performance of local Government in Tanzania.

1.3.1 Specific Objectives of Study

- i) To determine the important welfare factors of employees toward job performance at Momba DC

- ii) To find out the effect of employees' welfare for work performance at Momba DC
- iii) To determine the relationship between employees' welfare and job performance at Momba DC.

1.4 Research Questions

- i) What are the types of welfare practices to be provided by the Momba district council?
- ii) What are the effects of employees' welfare on job performance at Momba district council?
- iii) What are the indicators of job performance brought through provision of employees' welfare?

1.5 Significances of the Study

In the practical sense, it is anticipated that the study will immensely help different categories of people, management, managers and employees in various disciplines, the Government, employees in other organisations, and employers. It will also remove the ambiguity between what motivates and what does not motivate workers in the work situation and remove Poor Performance in Momba District Council.

The study results will significantly value the practising managers and leaders on harmonising their resources to effective and efficient results. The study will raise awareness to management on the issues to improve the employees' welfare policy to ensure staff welfare are provided and maintained. On the positive side, welfare offer

opportunities that enable the worker and their family to have a good life socially and personally, which also helps to adjust in social transition concerning professional life. On the other hand, employee welfare functions to counterweight the annoying effects of large-scale industrialisation and counterbalance the unpleasant social consequences and the labour problems that have evolved during the transition.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter presents the definition of the critical terms followed by a literature review where the theoretical literature review presents the theories that explain the study variables and empirical literature review presents various studies relevant to the research and the research gaps that have been identified. It finally gives the conceptual framework to demonstrate the relationship between the independent and dependent variables of the study.

The chapter contains terms like welfare and includes detailed information about employees' commitment, health, stress management, employee's welfare facilities, and performance. In addition, the study assesses employees' satisfaction as a variable for achieving Local Government objectives. This review helps examine the research topic in comparison with other studies done in the area of welfare. The chapter presents conceptual frameworks that present the relationship between the independent and dependent variables.

2.2 Definition of Key Terms

2.2.1 Employee Welfare

Employee welfare is an effort to make life worth living for workers. Facilities to workers families, including housing, medical and education, help increase the living standard of those staff (Kahihu, 2005). This helps workers to pay more attention towards work which will increase their efficiency. In this Study, Employee welfare is

anything done to comfort and improve workers' lives, increase employees' performance in the workplace, and achieve Organisation Performance. Welfare is the facility provided to ease and strengthen employee willingness to work and is provided over and above the wages (Kiragu, 2005).

2.2.2 Performance

Performance is an ongoing, continuous process of communicating and clarifying job responsibilities, priorities, performance expectations, and development planning that optimises an individual's performance and aligns with organisational strategic goals. Performance Management helps you track your employees' performance and tells you whether or not they need extra support, can handle higher-level training or deserve a raise. It is crucial to have a structured Performance Management and tracking process to maintain a high standard for your organisation. In this Study, Performance is an achievement of the individual or organisation concerning its set of goals. It includes the outcomes achieved through the contributions of individuals or teams to the Organisations.

2.3 Theoretical Literature Review

2.3.1 Theory of Labor Welfare

This theory was developed by Aminul (2011). It is also called the efficiency theory. The theory states that a fully mentally and physically satisfied worker is the most efficient. Employee welfare is a means to keep organisation workers content so they may work effectively. In this theory, welfare work is used to secure, preserve and develop efficiency and productivity. This theory suggests that welfare work can be

used to secure, maintain, and build efficiency and productivity (Manju & Mishra, 2007). The theory states that if an employer takes good care of his workforce, they will be more efficient by improving production. That program for housing, education, training, provision of balanced diet and family planning measures are essential for labour welfare as they increase the efficiency of workers in underdeveloped countries.

The theory helps understand the characteristics of the labour force as reflected on the contemporary support for labour, and it works well if the employer and employees have the same goal of achieving higher production through better welfare. The theory is adopted in the study since welfare services affect the performance of any labour force. It was evident that if an employer takes good care of his workers, they will become more efficient.

Suppose a workplace is facilitated with stress management via wellness programs. In that case, workers will feel that the organisation cares for them, which will support them emotionally and help counterbalance prevailing stress. According to this theory, the employer has an obligation or duty towards its employees to look after their welfare. Ankita (2010) asserts that the constitution of India also emphasises this aspect of labour welfare. Impact on efficiency plays an important role in welfare services and is based on the relationship between welfare and efficiency, though it is difficult to measure this relationship. The development of the human personality is given here as the goal of industrial welfare, which, according to this principle, should counteract the baneful effects of the industrial system. Therefore, it is necessary to

implement labour welfare services. Both inside and outside the factory, that is, provide intra-mural and extra-mural labour welfare services. The totality of welfare emphasises that the concept of labour welfare must spread throughout the hierarchy of an organisation. Employees' at all levels must accept this total concept of labour welfare program will never really get off the ground (Aubrey, 2006).

The issues surrounding welfare and good quality of life for workers who are used in productive activities but denied basic social economics incentives to improve their quality of life are becoming more challenging and controversial these days (Bowen, 2013). These issues often result in conflicts leading to union members declaring disputes, culminating in strike actions or lock-outs (Stiglitz *et al.*, 2009). Although ample laws have been put in place to compel employers to provide welfare packages to the employees, implementation and enforcement are the major impediments to the realisation of the provisions of the laws (Weiler, 2009). Most times, employees renege in their promises to provide welfare, knowing very well that employees are vulnerable and would rather keep silent in the face of blatant violation of their rights to welfare than face reprisal (Little, 2001). In this study, the Theory of Labour Welfare was applied as a model of proper suggestion of encouraging efficiency and exemplary performance in the Local Government area, especially those not performing well.

2.3.2 Equity Theory

This theory was first developed in 1963 by Stacy Adams. Equity theory explains relational satisfaction regarding perceptions of fair/unfair distributions of resources

within interpersonal relationships. This can be related to the fulfilment of employees in terms of equity or fairness of the performance appraisal in the firm. Adams (1965) asserted that employees seek to maintain equity between the inputs they bring to a job and the outcomes they receive from it against the perceived inputs and outcomes. Griffin & Moorhead (2012) also state that employees seek to be fairly treated. Employee perception of fairness and equity is based on comparing themselves (Griffin & Moorhead, 2012).

In addition, employees compare the remuneration and rewards they receive with those offered in other institutions. Based on the results from comparisons, employees can either be motivated or de-motivated when performing tasks (Pride *et al.*, 2012; Griffin & Moorhead, 2012). This can be attributed to the fact that employees will compare their input and their compensation. On the other hand, Dubrin (2008) states that employees will put in the most significant effort in their tasks if they expect the effort to lead to performance, which will lead to a reward. These employees are motivated by what they expect will be the positive consequences of their actions.

The consequences of employees' efforts are realised through assessments of their tasks through performance appraisals. Griffin & Moorhead (2012) highlight the following as managerial lessons from equity theory: all employees must understand the reward system; employees perceive rewards differently, and always conduct equity analysis.

2.3.3 Expectancy Theory

Vroom developed the theory in 1964. Armstrong (2006) argues that expectancy was

initially contained in the valence- instrumentality- expectancy theory by Victor Vroom in 1964. According to Armstrong (2006), valence stands for value instrumentality, believing that it will lead to another if we do one thing. Expectancy is the belief that action or effort will lead to an outcome.

The theory holds that individuals choose between alternatives that involve uncertain outcomes. The individual's behaviour is affected by preferences amongst other outcomes and by the degree to which the individual believes the results to be possible. Armstrong (2006) defines expectancy as a monitory belief concerning the likelihood that a specific outcome will follow a particular act. According to Armstrong (2006), expectancies may be described in terms of their strength. Maximum strength is indicated by subjective certainty that the outcome will follow the action. In contrast, minimal power is characterised by subjective confidence that the work will not follow the act.

The expectations of an organisation may be based on past experiences and the idea that employees who go beyond the call of duty are rewarded. In these circumstances, motivation to perform will be increased. To maintain such employee performance at the workplace, managers should reward their employees following their contribution. This will motivate the employee to continue performing and even go beyond the call of what they are expected to do.

The expectancy theory has also made some critical contributions to motivation theories. Unlike other theories, the expectancy theory considers individual

perceptions and thus personal histories, allowing a richness of response not noticeable in different theories that assume that people are essentially the same.

However, the expectancy theory has also been criticised. Mitchell (2001) argues that the most significant difficulty in testing the theory stems from the fact that it is so comprehensive that it is virtually impossible to concurrently try all aspects of the theory (Morwabe, 2009).

2.4 Empirical Literature Review

The study reviewed the previous studies similar to this study, but they were conducted in various contexts. A qualitative study conducted by Massudi (2013) in Tanzania had the main objective of assessing the impact of motivation on job performance in the banking sector in Tanzania. The study used the qualitative approach, and it was a case study by design that used the interview as the main tool for data collection from the respondents. A total of 100 respondents were used as the sample size of the study. The study's main findings revealed that the factors that motivate employees to perform effectively are salary increment, promotion, and recognition. The study had recommended that the organisations invest more in employee training and provide facilities such as housing allowances.

Another study carried out by Manyenga (2016) had the objective of assessing the impact of employees' motivation on work performance in private sector organisations. The study was descriptive design, and it used both qualitative and quantitative approaches. A case study used a stratified sampling technique to choose

a sample size of 138 respondents to collect data. Data were analysed by using descriptive and inferential statistics. The study's main findings indicated that the motivational factors of job security, recognition, promotion, and attractive working environment play a significant role in boosting the work performance of employees at the organisations. The study recommended that organisations should ensure that incentives are provided to staff to enhance their performance at work. Also, factors of the positive and good working relationship, recognition, and good communication have great contribution to improving workers' performance at the organisations.

Also, Moruri (2018) conducted a study in Kenya that examined the relationship between motivational factors and employees' performance in Kenya. The study employed a correlation survey design. The study population was 309, and through stratified sampling, the sample size was 179. Data were analysed by using inferential statistics of linear regression analysis. The findings had revealed that there is a positive and significant correlation between motivational factors and employees performance. It recommended that workers should be provided with working facilities such as health benefits and housing.

2.5 The Research Study

Generally, all of the descriptions from theoretical and empirical reviews justified the significance of employee welfare being practised for achieving quality employee performance. Both above studies give detailed knowledge and report on the meaning of employee welfare. Still, the most practicable in this research is the Theory of Labour Welfare because it more directly emphasises the relationship between

welfare like Good salary, Transport facilities, good Health care, promotions and re-categorisation and various related elements such as employee performance, Affective commitment, Continuance commitment, health and safety risks, Health and safety plans, Employee effectiveness.

Therefore the Extra data received from the parameters within this context above, besides performance management. ILO has recommended the rights of employees, including the employee's rights; Public Service Management and Employment Policy (PSMEP) has addressed employee welfare as among the problem facing Tanzania employees. For example, Pylee (1999) insisted that a sound system of employee welfare is one of the best incentives in the organisation. Therefore, a researcher feels that there are gaps that need special attention to improve the situation. It has been learned that in Momba District Council, there is some element of high Labour turn over and poor working environment. However, no apparent statement/ information describing factors affecting employees' welfare in the Momba district council in the Songwe region of Tanzania.

2.6 Theoretical Framework

The conceptual framework is a diagrammatic presentation of a theory. It is presented as a model when research variables and their relationship are translated into a visual picture to illustrate the interconnections between the independent, intervening, and dependent variables. Therefore, the conceptual framework was a scheme of concepts that the study used to achieve the set objective. In the conceptual framework depicted in figure 1, welfare services were hypothesised to influence performance. Welfare

service was defined as the provision of health services (counseling services and medical care). The framework suggested that the welfare services in the police service directly affect the performance of the police officers in terms of records of all incidents attended, crime rate and customer satisfaction, response to emergencies, law and enforcement of safety measures.

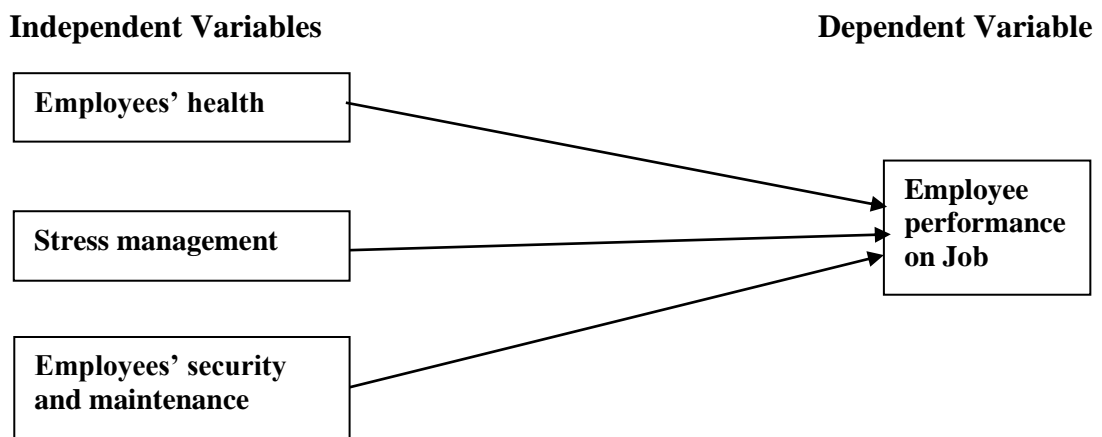


Figure 2.1: Theoretical framework of the roles of employee's welfare on Job performance

Source: Adopted from Aminul (2011); Ankita (2010) and Manju & Mishra (2007)

From figure 2:1 above, the employees' health, stress management and maintenance are independent variables. The employees' commitment, retention, development, citizenship, and innovation are intervening variables, while employees' performance on Job is the dependent variable.

Execution of employees' health, safety, stress management and maintenance are welfare practices to arouse the employees' intrinsic towards performing work (Aminul, 2011). Either it is through the provision of these motivational factors that leads to

employees' commitment, retention, development, citizenship and innovation at work to realise performance (Ankita *et al.*, 2010). The performance of employees' at work entails an increase in employees' productivity, efficiency and effectiveness towards achieving organisation goals (Manju & Mishra, 2007)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

Kothari (2004) defined a research methodology as a way to solve the research problem systematically. This chapter presented the research methodology loaded with research design, area of the study, population, sample size, sampling procedure, data collection methods, data analysis, and ethical consideration.

3.2 Research Design

A research design is a logical and systematic plan prepared for directing a research study, and it constitutes the blueprint for the collection, measurement and analysis of data (Krishnaswami & Ranganatham, 2007). Research design is a conceptual structure within which research is conducted, and it constitutes the blueprint for the collection, measurement and analysis of data (Kothari, 2004).

This study employed a case study design. According to Punch (2005), the case study is suitable for a thorough examination of the problem and provides comprehensive and in-depth information. Punch (2005) argued that the case study aims to understand the case in-depth and to recognise its complexity and context in its natural setting. Adam & Kamuzora (2008) argues that a case study helps a researcher get an in-depth, contextual analysis, flexibility in data collection methods, and saving time and money.

This study, therefore, adopted a case study design because of its viability and flexibility in terms of data collection and methods of analysis.

3.3 Area of Study

This study was done in the Momba district council in the Songwe region. The reason for choosing the Momba district council was the employees' application for transfer to other district councils with a conducive work environment. The district under investigation was chosen as the new district council without HRM policies, including welfare policy.

3.4 Population of the Study

According to Mugenda and Mugenda (2003) target population is the members of a natural or hypothetical set of people, events or objects the researcher wishes to generalise the research results. Also, Cooper & Schindler (2006) define that population as the total number of units or people of research analysis. Also, McGivern (2006) added that a population is a group of people, firms or organisations that share a similar set of characteristics. The study employed a target population of 1266, including top managers, middle-level managers, lower-level managers, general duty officers, clerical officers, special duty officers, and drivers from the Momba district council in the Songwe region.

3.5 Sample and Sampling Structure

3.5.1 Sampling Structure

Sampling structure is the selection of a subset of individuals from within a statistical

population to estimate the characteristics of the whole population. While conducting the research, one set of the population can be chosen based on level. The levels are lower level, middle level and higher level. The non-probability sampling technique was proper to identify the performance of employees working in Songwe Region at Momba District (Ransley *al el.*,2009). The study selected a sample using a judgmental sampling technique where the staff working in different management levels within the Momba District were chosen to participate in the study.

3.5.2 Sample Size

Sample size refers to the exact number of items selected from a population to constitute a sample (Kothari, 2006). The study employed purposive sampling, and it included 30 participants who were employees of the Momba district council during data collection. The staff were selected purposefully by using the judgmental method of staff members with substantial information regarding the welfare of employees and the performance of the local Government.

3.6 Data Collection Method

The study used an interview guide/scheme as the main tool for data collection from respondents. The face-to-face semi-structured interview is the appropriate approach which allows the researcher to ask questions and wait for the respondents to answer and add more clarification from the explanations (Reddy, 2001). The interview guide/schemes consisted of questions concerning demographic information of respondents, questions to the staff of top and middle management and staff at lower management level. The interview guide/scheme was attached as an appendix.

3.7 Data Analysis

Data Analysis refers to the computation of specific measures and searching relationship patterns existing among data groups (Kothari, 2004) & Veal (1997) explains that data analysis is done to sort and evaluate gathered information concerning posed questions and identified concepts. While Yin (2003) pointed that analysis of data involves examining, categorising, tabulating or otherwise combining the evidence to address the initial propositions of a study.

This study used content data analysis tools. Content analysis is a research tool used to determine the presence of certain words, themes, or concepts within some given qualitative data (Obaid, 2011). Using content analysis, researchers can quantify and analyse the presence, meanings and relationships of certain words, themes, or concepts. Researchers can then make inferences about the messages within the texts, the writer(s), the audience, and even the culture and time surrounding the text.

3.8 Validity and Reliability

3.8.1 Reliability

Reliability refers to the consistency of a research study or measuring test or the repeatability of findings. If findings from the research are replicated consistently, they are reliable (Cresswell, 2009). Mohajan (2017) defines reliability as a measure of how consistent the results from a test or measuring instrument are, the consistency with which a test measures what it is supposed to measure. It is the ability of the measurements or the degree to which instrument measures the same way each time it is used under the same condition with the same subjects. The researcher used a

scientific research methodology to acquire data; hence no doubt about the results obtained by the researcher; whoever used the same procedures would receive the same or more likely as the researcher (Mohajan, 2017).

This study pilot study was carried out to test the interview guide in the respective study area for their reliability; afterwards, corrections were done to obtain reliable data for the research. This allowed the researcher to study the properties of measurement scales and the items that make them. Since data reliability goes with the accuracy or precision of a measuring instrument, in this research study, reliability was concerned with the questions' consistency of responses in repeated measurements (Carmines & Zeller, 2006).

3.8.2 Validity

Validity is defined as the instrument's ability to measure precisely what concept it is supposed to measure (Cresswell, 2009). It also refers to the credibility or believability of the research. To validate the data and instruments (interview guide and FGDs) used in the study, the researcher asked the experts to recommend their representativeness and suitability. Besides, the researcher allowed suggestions to be made to the structure of the questions, as argued by Cooper and Schindler (2008). In this study, data validity was ensured by choosing the sample from a true representative of the population, preparing good research tools, having appropriate data collection methods, pre-testing research instruments and proper recording of data (Mohajan, 2017).

3.8.2.1 Trustworthiness of the Study

Trustworthiness refers to the degree to which interpretations and concepts reveal congruent realities between the participants and the research (McMillan and Schumacher, 2001). Trustworthiness in qualitative research is evaluated by four components: credibility, transferability, dependability, and conformability (Lincoln and Guba, 1985). The four components were used as criteria to ensure the rigour of findings in this study (Anney, 2014).

3.8.2.2 Credibility

Credibility refers to the confidence placed in the truth of the research findings (Irene and Albine, 2017). However, credibility establishes whether the research findings are credible information drawn from the participants, original data, and the correct interpretation of the participant's actual views. The credibility of this study was assured from the truth of the findings by the researcher, who provided greater depth and breadth of understanding of the investigated phenomenon. Also, the credibility of this study took place by obtaining data from participants' views, ideas, attitudes, experiences, perceptions and understandings, which later were expressed through emanated themes (Ibid).

In this way, the study was enriched with data grounded from different study areas and participants, resulting in the authenticity of the findings with greater credibility in readers' eyes. Moreover, the study used member checks as the crucial process that any qualitative research should undergo because it is a heart of credibility (Lincoln

and Guba, 1985). A member check aims to eliminate the researcher's biases when analysing and interpreting the results (Anney, 2014).

3.8.2.3 Dependability

Dependability means the consistency and stability of the research findings over time. According to Gasson (2004), dependability deals with the core issue; conducting a study should be consistent across time, researchers, and analysis techniques. Miles et al. (2014) insist that the same research process that generates the same essential findings often depends on external audits (also known as inquiry audits) are a necessary strategy for feedback to assess the truthfulness of the preliminary conclusions.

3.8.2.4 Transferability

Transferability refers to the appropriateness comparison of applying the results to other contexts and settings (McMillan, 2012). Also, transferability involves thick descriptions describing the behaviours and their context so that the behaviours and experiences become meaningful to outsiders (Irene and Albine, 2017).

3.9 Ethical Consideration

Ethics are the moral principles that a person must follow, irrespective of the place or time. Behaving ethically involves doing the right thing at the right time. Research ethics focus on the moral principles that researchers must follow in their respective fields of research. The questionnaire firstly introduced the aim of the study to participants. Anonymity and confidentiality will be highly observed, as suggested by

Saunders *et al.* (2012). Participants were assured that the information they give is for study purposes and not otherwise, respect for anonymity and confidentiality. Participants were asked to freely choose to participate or not and may decide to abscond at any time as the interview proceeds. The researcher also obtained the research clearance from the directorate of research, publications and studies of the Open University.

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CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1 Overview

This chapter presents the field findings, analysis and discussions. The results have been shown using simple frequency distribution tables and figures. Analysis has applied verbals and descriptions while discussions are the study's backup dictating the theoretical and empirical studies related to the survey underhand.

4.2 Employees' Profile

The respondents' profile entails gender, age, marital status and level of education. These are biographical information that details the respondents in the study. The details behind this profile were as follows:-

4.2.1 Gender

With the revelation of the gender of respondents, the study intended to know the number of male and female labour forces at MDC. The study found that 18(60%) was male while only 12(40%) was female out of 30 respondents (See figure 4:2 below). This implies that males are aggressive in looking for job vacancies as compared to females. It was indeed reported that the male employees turnover rate is greater than that of female employees; thus, with a large number of male labour forces in MDC was seasonal before observing this number become less than or equal to that of female labour forces. As it was revealed from the field area, the significant difference was that the number of females going to school to become reliable to

occupy the employment opportunities is more minor compared to the number of male candidates. These facts are consistent with what was reported by Bardasi (2011) that in developing countries majority of females have been a disadvantageous group in accessing education opportunities for several years though recently, the improvement is there shown.

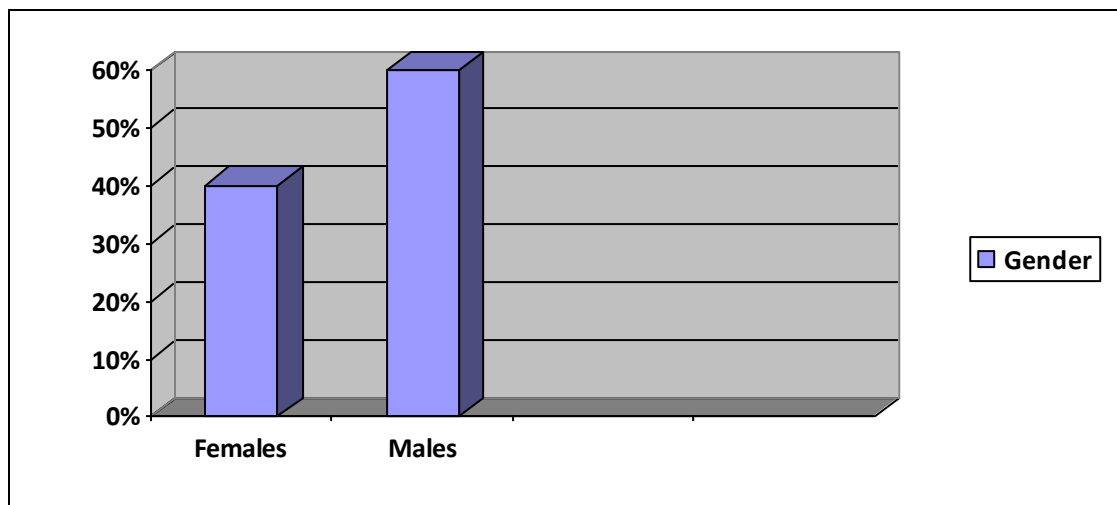


Figure 4.1: Gender of respondents

4.2.2 Age

With the age of 30 respondents, the study wanted to reveal the age group and dictate the extent to which the respondents are productive. Thus with the age of respondents at a range of 20-30 years equals 10(33%) indicates that the population of MDC, to a large extent, is still a solid and productive labour force to cause the organisation to perpetuate. The respondents with age group 20-30 years equal to 10(33%) and 31-40 years equal to 8(27%) the maximum results over those who are 41-50 years =7(23%) and >50 years old=17(%) is the proof of the extent to which the labour force at MDC is matured enough. The maturity of the labour force entails that the population at MDC knows the rights and obligations; thus, any negligence or non-provision of the

welfare (their rights) cause them not to become productive. This is obvious, and the same fact was postulated by McCullough (2015) that employees not fostered with his expectations underperform.

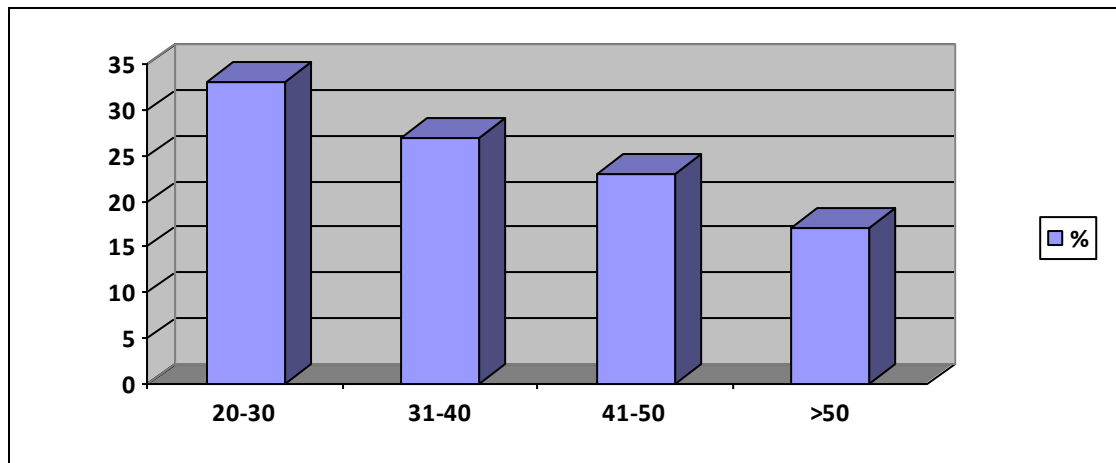


Figure 4.2: Ages of respondents

4.2.3 Marital Status

Under this predictor, the study wanted to reveal how much the population labour force at MDC has social commitments requiring welfare. The findings showed that the married (75%) Labor forces overweigh single (21%), divorced (4%), Widow (0%) Separated (0%). The group was independent, with the top 75% of married labour forces demanding maternity, paternity leaves, and other welfares. It is with this group in which it was found over a great pressure over-demanding for the welfare to be provided in which maternity welfare was one among more others. It was further reported that other welfare practices demanded by this matured (in marriage) labour force were safety, healthy security and employee maintenance. The importance of providing employee welfares at the workplace was also dictated by Alamdar (2014). With this study, the results in Figures 4:6 and 4:9 and tallies with what was reported by Alamdar.

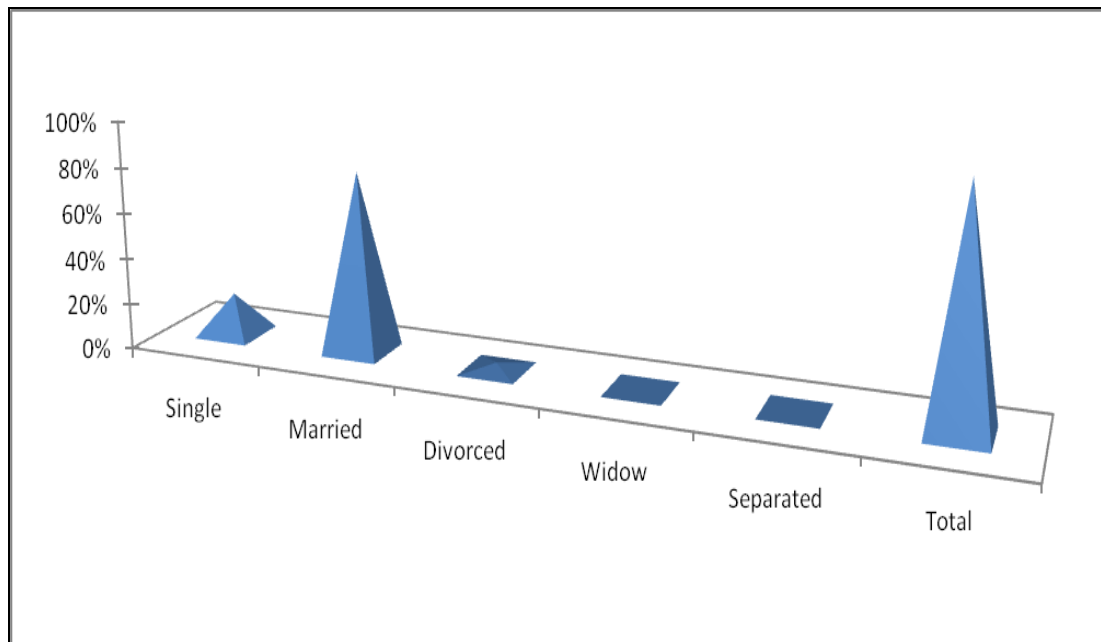


Figure 4.3: Marital Status of respondents

4.2.4 Education Level

Out of 30 respondents, the findings showed that the number of employees with certificates/diploma certificate/diploma =(68%) was more significant than those with informal education (0%), primary education (0%), secondary school (3%), graduate (25%) and postgraduate (4%) (Refer figure 4:5 below). This level of education indicates over appropriateness and suitability of labour forces to cause MDC to perform. It was also reported from the field area that despite a good education background, the employee of MDC has the training, attending seminars and workshops said to be on-demand. These facts were consistent with what was reported by ILO (2000) on the importance of exercise to employees by post laying that employees become innovative, come with new ways of practising and new ways of production or providing services.

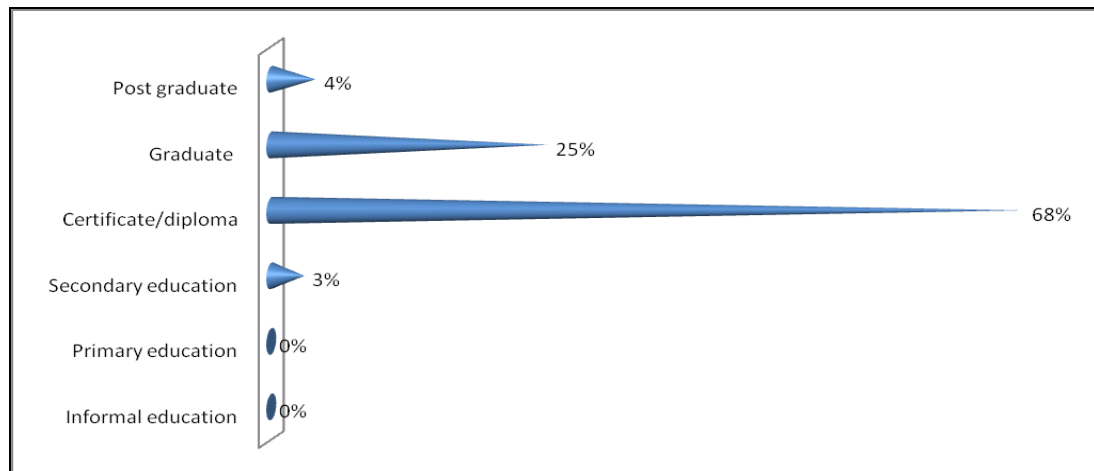


Figure 4.4: Education levels of respondents

4.3 Employees' Welfare Provision And Its Advantages On Job

Under this concern, the study wanted to reveal the effects of welfare provisions on employees performance. The findings postulated that employees' welfares are compensation practices the management has to provide to its subordinates. This either arise the intrinsic motivation for employee become full employed. Moreover it was reported that welfare creates a sense of citizenship which then leads into increase in labor commitment to the work. The employees' commitment revealed to be attained through providing welfare comply with what was also reported by Edralin (2014)) the founder of labour welfare Theory. It was said that welfare allowances remove employee stress over a significant compensation workload, non-provision of pace for mind refreshment called recreation or less support paid by the organisation.

It was further revealed that welfare over health helps to recover and compensate for health problems. This enables to secure, preserve and develop workers who later create a feeling to an employee of being part and parcel of the organisation. Indeed

this initiate employee works hard towards the achievement of the targets. This is to say welfare provision help achieve organisation normatively. Moreover, put it forward that provision of extra working hours allowance safety to the employee. (Bohan,2014.) after all, welfare allowances influence creating safety employees' mindset on Job.

The field area found that the provision of the holiday leave allowances, subsistence, and cafeteria allowances has a lot towards raising the affective commitment to employees. This is from the facts that an employee feels to affiliate to the organisation that always work hard to observe the organisation grow to foreseeable future. Innovation of employees in the organisation is brought by these the thought minor issues. The welfare of this kind does not entail giving a large salary to the employee of which then the 'large' said is perceptual.

The study report said welfare creates a sense of belonging and not recognition and not a letter of appreciation that may reveal good performing labour. These facts are consistent with what was put forward by expectancy theory (Armstrong, 2006), which stipulated the advantages of management meeting employees' expectations for them to perform efficiently to organisation expectations.

Respondents reported that employee pays much attention to work inequitably, which means that as much as a labourer is supported by the management is the great become a citizen of the organisation and work hard to observe the organisation perform. A tremendous or low sacrifice paid by a worker towards organisation performance reflects the extent to be satisfied or dissatisfied. This indeed is the

indicator of employee expectations to be met or not met (Huang *et al.*, 2014). This is because usually, the employee would like to observe a person's goal or objectives coincide with the organisation ones. Contrarily to that, as found from the research area, employees' dissatisfaction calls for absenteeism, turnover, or silent revokes and resistance of not working to the maximum to reveal the organisation does not achieve its goal.

Indeed revealed that provision of house welfare, for instance, plays a lot towards arising the intrinsic feelings of the employees. This is consistent with that of providing medical and transport welfares. Apart from creating a sense of belongingness and self-esteem, it was reported that these allowances play a lot for labourers to become settled psychologically and thus pay much concentration to work. It was further said that transport welfare which may be sustained by offering organisation car transport, private car transport or giving allowance in-terms of money contribute a lot towards employees' punctuality to work. These realities were consistent with those of Mathis & Jackson (2015) in the study "Human Resource Management". This fact was also proved by one member from Momba district council (the research area) who said that:-

"...before transport welfare being provided by referring to the former private organisation he used to work with then he was always found to be a late comer but after the organisation bus started to be used his arrival rate at work was promptly at 7:00AM above a deadline."

Also reported that the provision of house welfare gave rise to the acquisition of good dwelling shelter. This is a staff supporting juncture that secure and provide safety to the employee, and it with access to a good house and sleep in which an employee is

relaxed from being acquainted with good shelter. Similar to what was reported on the advantages of offering medical welfare, which revealed that an employee remains healthy to experience continuance commitment and productivity at work. This fact was also proved by a report from one of the workers at non-managerial work who said that "during sustainability time where these welfare services were provided majority of employees were observed of happy faces to show that things are settled". Unhealthy workers become unproductive and therefore cannot deliver efficiently to organisation expectations.

Moreover, providing training opportunities such as sending employees for seminars, workshops, in-service, and on-job training significantly increases employees' efficiency and effectiveness. This is because training acquaints employees with new ways of acting (such as over stop using paper manual systems and adopting the electronic, automatic and automated systems) new production methods. Also reported that training creates a sense of confidence and innovation in employees due to the latest knowledge and skills acquired.

4.3.1 Welfare Policy Forum

In this section, the study intended to examine welfare policy forums' presence and level of execution. Here it was reported that in local government organisations, employee welfares are treated as employee benefits defined under Chapter Ordinance 47 of Employment Act amended in 2007² and Health and Safety Act 2007 of Tanzania. It was said that welfares are employee compensations which are excluded from a gross salary defined under GSST salary scales of the Government. Either

there are those benefits provided directly by the local government organisation and those which are to be provided by social security and workers' compensation parastatals that are NSSF, PSSPF and WCR. Despite the contributions made by employee welfare towards job performance as shown in subtitle 4.3 above from the research area, i.e. Momba district Council in Songwe region, the facts were derived. Results showed the facts regarding whether welfare policy was in place and effectively sustained to raise employee intrinsic motivation were shown in Figure 4.5.

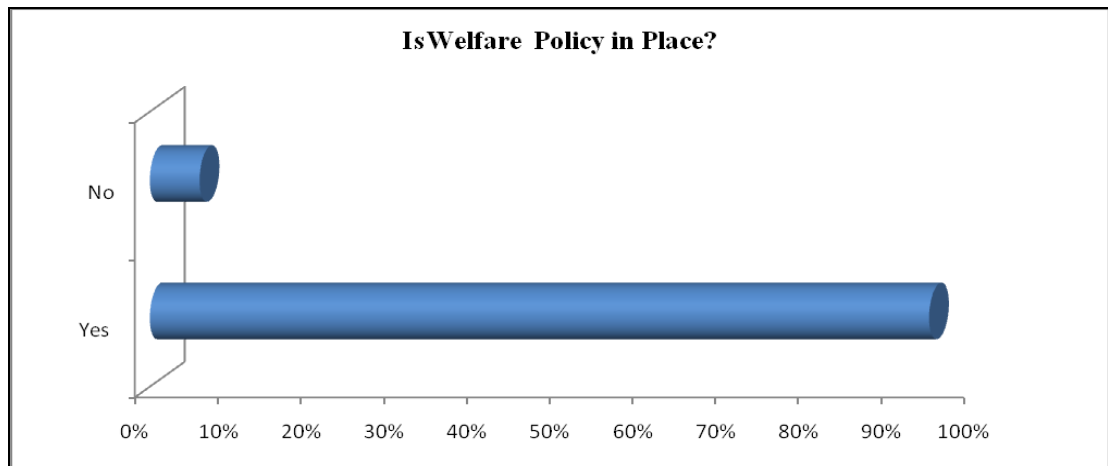


Figure 4.5: Welfare policy of Momba District Council

The 97% response over 'Yes' against the insignificant 3% of 'No' indicates that the welfare policy and guidelines are in place. Either the little 6 per cent has meant that some workers, especially those who are not in managerial positions, i.e. general duty officers, special duty officers and drivers, are not aware of the presence of this welfare policy forum. This indeed is a message that the management has not communicated these guidelines effectively to low-level workers. Moreover, the revealed small 6 per cent may mean workers, especially those with low education background level, are not striving to search this information for their own.

Furthermore, the 6 per cent maybe be for those who are struggling searching information of their interest about welfare. Still, because the policy is in English, then this creates another problem of perpetual exclusion. To summarise, despite the presence of welfare policy and guidelines but because of being ineffectively communicated inclusively to all workers, some of the respondents were not able to list even one of the welfare services (See Figure 4.8) offered by the organisation.

The problem of being not aware of the welfare allowances was revealed by one of the staff, not in managerial position once asked that is the house welfare part of the policy in place, he said:

“This is the first time to hear from you over the presence of welfare policy forum with those contents”.

To overcome the welfare gap, the study recommendation the welfare policy need to be disseminated promptly to all workers in the organisation to create awareness.

4.3.2 Adherence to Employees’ Welfare Policy

From this subtitle above, the study wanted to know the level of adherence demonstrated by MDC in providing welfare services. From this, the study reported that welfare is the compensation over the employees for overload, extra working hours used, accidental junctures that caused disturbance to the health and safety while the worker was at work. Indeed revealed that welfare creates a positive perception that a worker is part and parcel of the organisation. This compensation increases labour productivity and commitment, consistent with what was said by Hayes *et al.* (2008). Despite the advantages contributed by providing the welfare allowance, it was revealed that it did not effectively practice to the fullest from the

research area. It was further found that these welfares were not adequately and sustainably fostered to a cutter for being a catalyst towards employees' performance, as shown in figure 4.6 below.

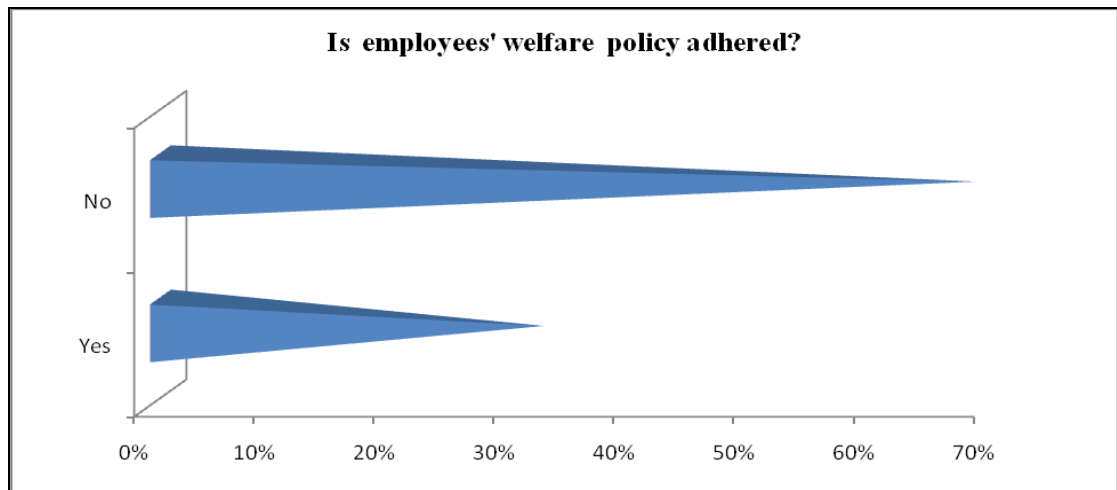


Figure 4.6: The level of adherence to welfare practices

Figure 4.6 show the results about whether the employee welfare has adhered or not equals 33% for 'Yes' and 67% for 'No' indicate that did not execute the welfare policy to the fullest. The 34 per cent for Yes is not enough to say that it provided the welfare adequately and sustainably to that quantity expected. The study provided the whole half of the welfare policy not executed effectively in local government organisations by being reflexive to the study area.

“...those policy documents are there in the shelves of managers/ administrators just to adhere to the principle that they should be available but nothing is executed. He continue to saying that the welfare policy documents are useless better if they are to be removed from those shelves and folders because that is uneconomical use of the shelves.”

4.4 Employees' Welfare Policy

With this heading, the study wanted to know the forms of welfare which were to be provided in MDC. The findings showed that MDC provided three main clusters of

welfare: employees' maintenance, employee stress management, and health and safety. Furthermore, it was reported that welfare does not imply providing large salaries to employees but compensations due to overloading, extra working hours used, health, safety. Kuria (2012) said the same over the provision of welfare to be a management motivation practice that arose the feeling of employees and thus create a sense of citizenship towards commitment to the work thus leading into organisation continuance. Moreover, the findings show that provision or non-provision of those welfares have significant positive impacts on labour productivity (See Figure 4:13 below). Since motivation is a diverse term thus the welfare provided in one organisation may differ from that of another. the study on welfare revealed the following was supposed to be offered adequately and sustainably to increase employee performance on Job (Refer to figure 4.7 below).

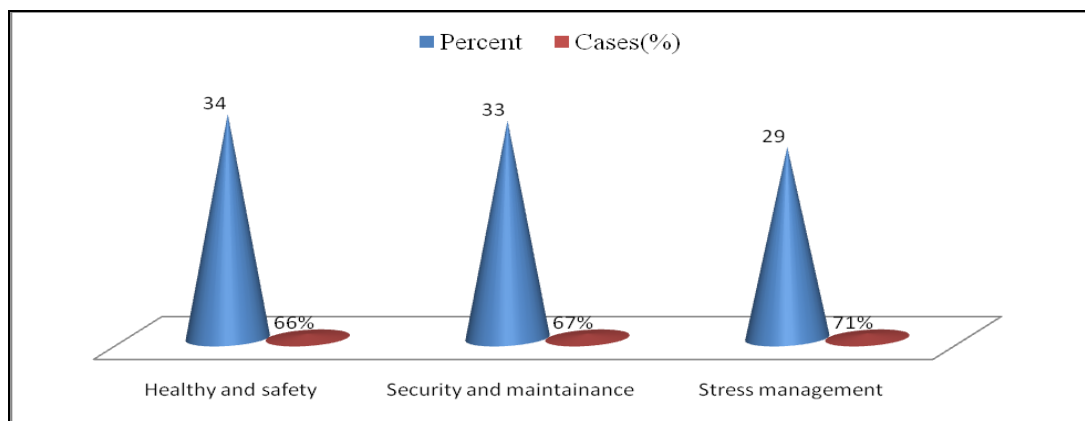


Figure 4.7: Welfare practices

With health insurance and safety welfare provision = cases, 66% is the indicator that one of the compensation allowances that was supposed to be offered was health and safety risks, healthy information, and health and safety plans. This is from the fact that a healthy worker becomes productive and efficient at work to ensure that the

organisation performs. Consistently showed the same result over the cases=67% over security and employee maintenance welfare. This either entails provision of housing, medical and training for the securing, preserving and developing employees for them become productive what has also stipulated in subtitles 4.3 and 4.5

Indeed with 71% is a clear indicator that one of the contexts of welfare policy forum is providing stress management welfare. Stress management, as revealed from the field indeed from the welfare policy forum, included overloading, extra working hours, mind refreshment/recreation, employee supporting initiatives (such as provision of maternity leave, three years promotion, Loan welfares).

The results in Figure 4:8 above are consistent with those of Moruri (2019), who suggested the motivational factors, i.e. housing and healthy, in influencing the employee performance on Job. The difference between the studies by Moruri and this underhand is that they revealed more other welfare attributes such as stress management, employee security and maintenance such as salary increment. Indeed while the study by Moruri was conducted in Kenya and the data collected was analysed inferentially, this study was in Momba district Council-Songwe-Tanzania. Furthermore, the study under discussion has employed content and thematic data analysis tools.

Though those welfare policies revealed to be available on the shelf of the organisation management (as shown with Figure 4:6 and Figure 4:9) but unawareness to some of employees and un-satisfaction with most of the employees

creates further discussion. The reality from the field was gathered and presented as shown in Tables 4.8 and 4.9.

4.4.1 Awareness Over the welfares

The study wanted to reveal the level of awareness of employees on welfare, which was to be provided by MDC. From the field determining the employee's understandings over welfare, then used the listing method. It is from this technique of gathering the facts that found that some employees could not list/mention any. But the level of unawareness was insignificant as compared to the level of awareness (See Figure 4.8 below)

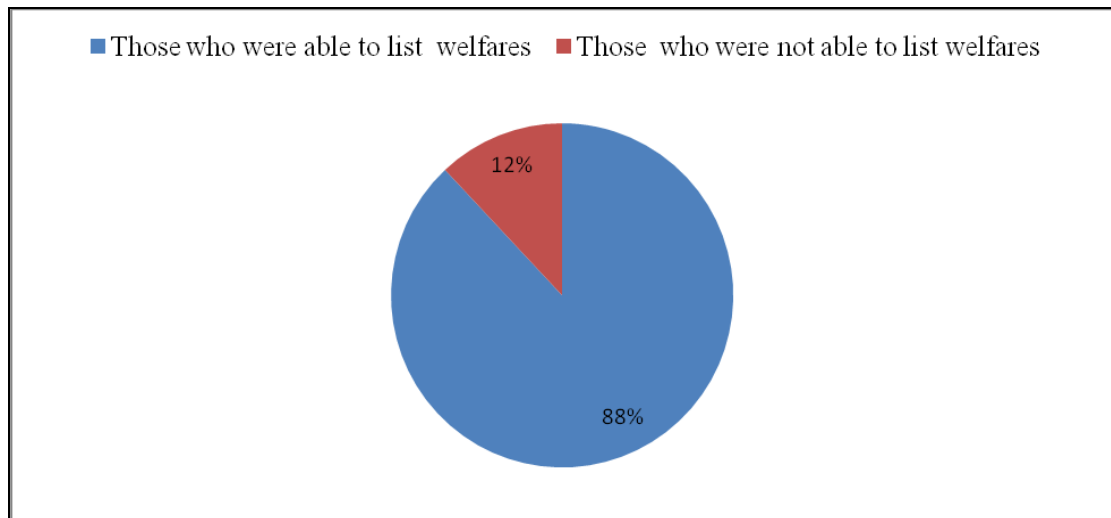


Figure 4.8: Awareness over welfare policy in place

The 88% of respondents who could mention some of the welfares correctly, which were to be offered in figure 4:9 above, shows that employees from Momba district Council know their rights. But the study found ineffective communication over welfare policy to be the cause of the 12% of respondents being unable to list even one type of welfare that was supposed to be provided. On the other hand, this

deficiency might be because some workers dislike searching for information of their interest. Indeed, because most of these welfare forums are put in English, it becomes difficult for non-educated, especially those not used to English, to understand and fully exploit the demand of these services. With thorough communication of these guidelines, policies to subordinates, therefore, will derive the awareness to 100 per cent from what it was (88%) when the study was undertaken.

Moreover, despite most respondents showing they understand the welfare policy and thus able to mention and explain their importance (that is why they had to be provided but by approximately the same level reported being not satisfied with the services. Indeed reported to be the cause of them doing their work in the same old ways, non-innovatively called business as usual. Others went further by saying they are working because they have no alternative. Moreover, one of the workers said he is attending work because of being a routine juncture, but if he could be empowered with just a little startup capital, he could stop and run his own business.

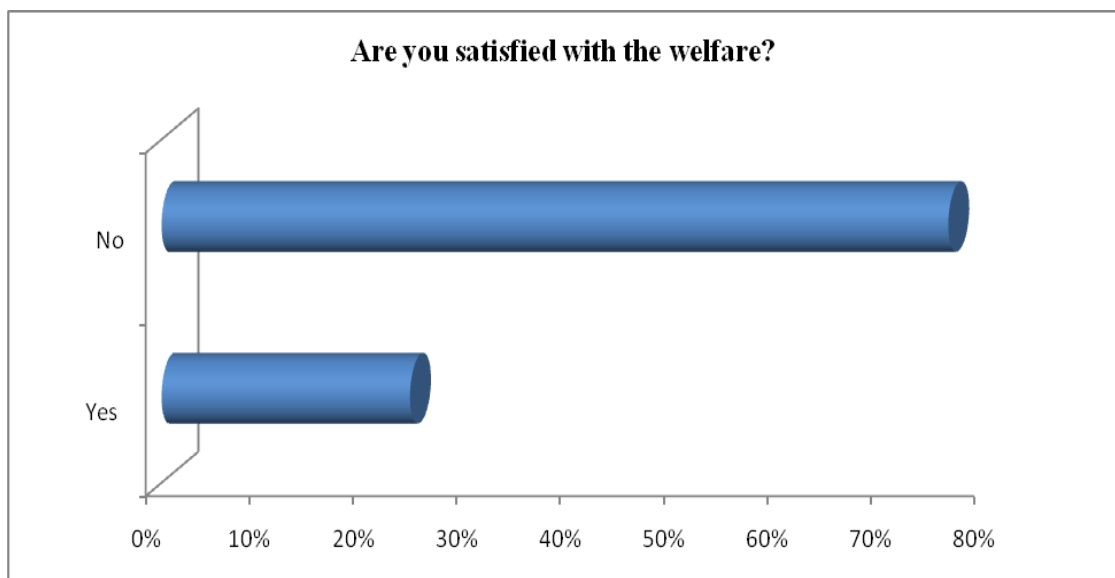


Figure 4.9: The level of satisfaction with the practices over welfares

The 24% for 'Yes' against 76% for 'No' response is an indication that the welfare policy execution was done ineffectively to observe workers perform to efficiency. Simply this means that the 76 per cent for 'No' is proof that the majority of the labour force at Momba District Council were not performing productively to its effectiveness to count that the organisation achieve its goal. Either the study revealed from the field is workers to carry out activities none –innovatively. Indeed said that even if it happens sometimes, provided these welfare allowances, they were not adequate. Also, it did not provide the services sustainably by pinpointing the effects of politics in the provision of employees' welfare.

Furthermore, one of the employees jotted out that “different country presidential periods have subjected to different priorities in which some of the presidents of United Republic of Tanzania happen to withdraw from providing these compensations". Though these services are in the guidelines, rules and agree that they are to be provided sustainability as they are fixed costs, I found it to have not adhered. The debate over the formula ('Kikotoo') and employee termination benefits withdrawals ('Fao la Kujitoa') are good references and back to the reality over what is said concerning the results in Table 4.9 above.

4.5 Employees' Performance At Work Due To Execution Of Welfare Policy

Here, the study intended to explore employee performance indicators that employees could show to provide welfare. The reference of investigations was reflexive of two forms of motivation factors, i.e. financial incentives and non-financial ones. Consistent with what was reported by Armstrong (2006) in the expectancy theory,

found that employees are satisfied /motivated differently. Moreover, while someone is effectively motivated by just being given a large amount of salary, the other is motivated through recognition. Indeed reported that while one employee is satisfied with a good working environment, the other is motivated through affiliation. These revelations were consistent with what was also reported by Kosgey *et al.* (2014). The study commented that welfare plays a role in arising the psychological feeling of a worker that they are part and parcel of the organisation. The findings stipulated that ensuring employee health and safety, employee maintenance leads to employees' commitment at work. The results are the same as what was reported by MDC staff at managerial position(See Figures 4.10 and 4.11 below), which is contrarily from what was said by other teams not an administrative position such as clerical officers, general officers and specific job officials (See Figures 4.6 and 4.9 above)

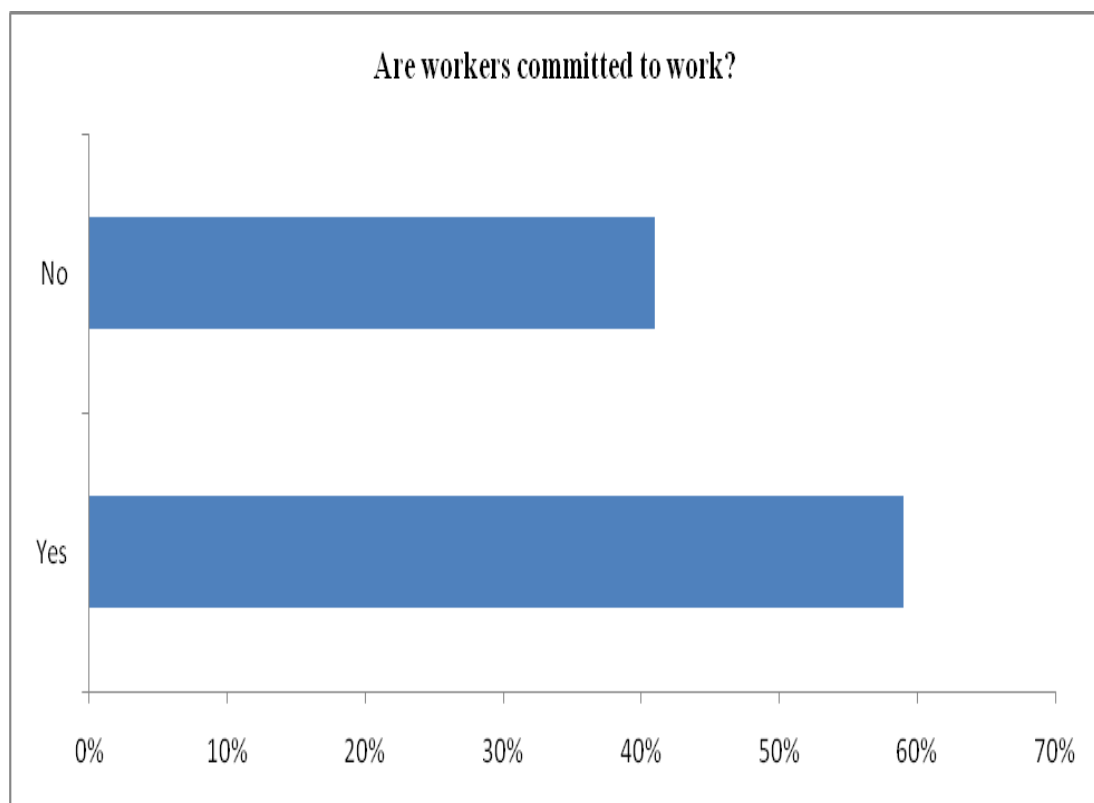


Figure 4.10: Level of workers' commitment on job-views of managers

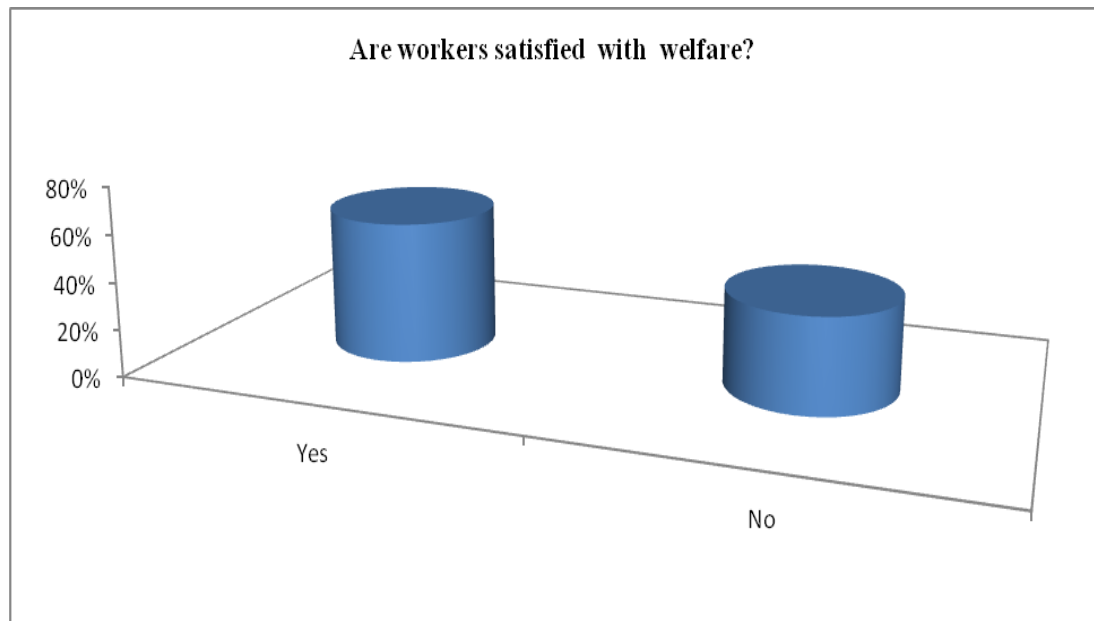


Figure 4.11: Workers' satisfaction at work- Views of respondents at a managerial position

Source: Field data (2019)

The loyalty said was the causal of results over 'Yes' to be 59% greater than 41% for 'No' for the question over the level of commitment (i.e. if workers are committed to working or not) in Figure 4.10. Either with this, as it was to the results in Figure 4.11 being responses from respondents in managerial position on whether workers are satisfied with the welfare provided, i.e. 60% for 'Yes' and 40% for 'No' is the reverse truth. This reverse holds because these results are contrarily from those in Figures 4.6 and 4.8 over non-adherence and dissatisfaction with employees' welfare provision. They could be consistent by revealing the gap underhand, which is then the focus of this study. The majority said they are not aware of safety. At the same time, the reality is the reverse of it is the message that the size of the staff at managerial position (Senior, Middle and Lower level managers) researched override

that of non-management teams who were clerical officers, the general officers and special duty officers.

The study indeed reported that demand for welfare to be provided does not lie on why they are not adequately and sustainably executed but the innovation behind employee towards organisation performance. What was revealed from the field is what attracts for this study to be epistemologically contributing, shown in Table 4.12 below:-

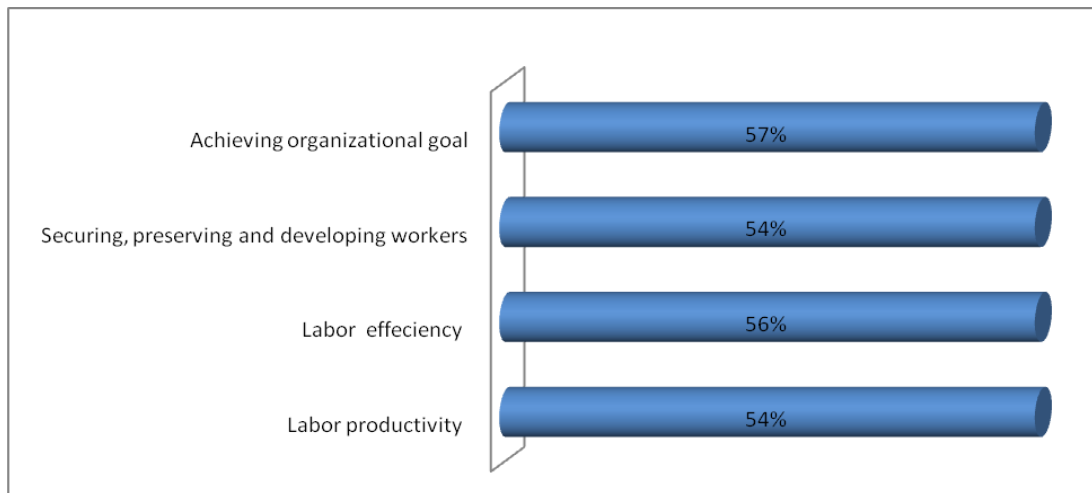


Figure 4.12: Perceptions of respondents on the impacts of welfare if they are to be provided on employee performance

A healthy and secure worker becomes productive compared to an unhealthy one, and that is why it was about 54% reported for labour productivity. This means that the secured labourer, provided housing, medical allowances become more relaxed than the one not accessed to these benefits. Either as a reminder is that the management has to plan and adhere for these compensations to be attained to its adequacy and sustainability.

A labourer conducted or sent for seminars, workshops, in-service –training; subjected to on-job training becomes efficient compared to the non-trained worker (Edralin, 2014). That is why the result over labour efficiency to be brought by providing employee welfare became 56% feasible.

To most managers, a simple way they think of awaking an employee committed or performing is firing. Still, the truth is that firing workers is not the only or final solution of making employees become shocked and increase productivity but a disaster associated with un-certainties towards the firm's competitiveness. A good practice of a manager is that allow securing, retention and development of the employees to be sustained by providing for holiday leave, first Aid health safety allowances what has also been stipulated in employee Welfare policies and agreements. Always manager opting firing and ambushes have revealed to make their organisations, the highest performing ones. The good practices of securing, preserving and developing workers and experts are to provide welfare allowances. It was evident that even if the organisation is unpaid, suffering but not compensated, found no time to refresh the mind. It is the fact that tolerance becomes zero and decide to quit the organisation and find a place where a salary is a minimum but found to be secured and safely handled. Managers should stop being used to traditional theories like treating a worker as an object or machine. Either this is the view the organisations should invest in maintaining and securing employees instead of thinking over one option of firing for the found non-performing ones.

It is with the provision of welfare or compensation in which the underhand organisation goal is met complete equals 57% reliable cases; the non-stressed mind is the innovative and efficient mind that creates new ways of practising, new methods of production. This then helps increase sales, profit, market share, and more targets or objectives underhand. It is with the compensations offered in which the worker feels to be recognised and pay sacrifice to observe the organisation perform to its expectations.

The responses in Figure 4.12 above are consistent with those of Manyenga (2016), who suggested recognition, good communication and good working relationship as motivation factors towards employee performance and efficiency on Job. The study underhand offers three central, vital welfare, i.e., safety and health, security and staff maintenance, and stress management. Indeed while the survey by Manyenga used stratified sampling to derive 137 sample respondents, descriptive and regression data analysis tool, this study underhand has used simple random sampling to deduce to 303 samples. Moreover, data collected with this study under discussion were analysed using qualitative data analysis tools, i.e. the content and thematic.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 Overview

This chapter presents the conclusion and recommendation to the study. It is either a continuation of chapter 4 of data presentations, analysis and discussions. The conclusion made is reflexive of the summary of the significant findings as indicated in Chapter 4. The recommendation is composed of recommendations for Actions and those for further studies. The recommendations for actions are suggestions for the target population and policymakers to address the gap revealed in the survey. Recommendations for further studies are points of weakness but related to the survey underhand not addressed; therefore, need to be capitalised by other researchers for further investigations.

5.2 Conclusion

The general study objective was to assess the role of employee's welfare and job performance of local Government in Tanzania, explicitly taking Momba District Council as a case. Lined specific Objectives of the study was lined as; to determine the critical welfare factors of employees toward job performance at Momba DC; to find out the effect of employees' welfare for work performance at Momba DC, and to determine the relationship between employees' welfare and job performance at Momba DC.

The study summarises that employee welfare plays a lot towards improving job performance when well established and implemented. Despite the contribution

revealed overuse of the employee welfare to make them become productive, efficient and effective at work for general organisation performance but in Momba district council. The study showed that some workers were not aware despite the welfare policy forum in place for the local government community. Moreover, even though welfare policy is in place, it was seen as a copy of the general government policy that was not very easily implemented in the Momba district council. The approach must be customised to fit the council for easy implementation and monitoring. Further, despite the commitment of workers to be found impressive, the reality is most of the employees were found to be loyal to its Government while in actual silent cries were there. This revealed that they had been forced to be trustworthy because they had no alternative and no wage employment opportunities were in the labour market.

The popular welfare compensation allowance revealed to be executed most by different local government forms was health security and safety, employee maintenance, and employee stress management. Indeed, the most common advantages of implementing a welfare policy were increased labour productivity, increased labour efficiency, security, retaining/preserving and developing employees, and achieving organisational goals effectively.

5.3 Recommendations for Action

From the gap revealed by this study, the following are proposed ways on what to do to address it:-

- i) The management should strive to retain employees and not firing
- ii) Management should emphasise securing, retaining and developing employees

- iii) Conducting in-service training and on on-job pieces of training
- iv) Sending employees for seminars and workshops frequently
- v) The welfare policy forum should be adequately disseminated inclusively to all employees
- vi) The welfare policy is to be executed adequately and sustainably
- vii) Conduct frequent meetings reminding workers of their rights and obligations
- viii) Management should make employees become a citizen of the organisation
- ix) Manage organisation by being focused on the goal or objectives
- x) Management sure make sure that the employees' personal and organisation goals course
- xi) Provide employees with health, security and safety welfares
- xii) Manage employee stress management
- xiii) Compensate employees against overworking, overloading, extra working hours used
- xiv) Provide housing and medical allowances
- xv) Provide employees with promotion, salary increment, leave, subsistence and transport welfares.
- xvi) The welfare policy forum, employment Act of 2004 and Health and Insurance Act of 2007 of Tanzania should be vigorously enforced.

5.4 Recommendation for Further Studies

These either are the point of weakness this study has not addressed. This, therefore, give room for other scholars to stipulate in. These were:-

- i) The level of adherence to a welfare policy forum in local government organisations.
- ii) The impacts of financial incentives on employees' performance
- iii) The impacts of exercising recognition on employees' performance

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APPENDIX

INTERVIEW SCHEME/GUIDE

SECTION A: Basic Profile of Respondents (Please tick the appropriate cell)

1. 1. Age of respondent: 20 – 30 years() 31 – 40 years() 41 – 50 years ()
Above 50 years ()
2. Sex: Male () Female ()
3. Marital status: Single () Married () Divorced () Widow ()
Separated ()
4. Please indicate your level of education: No formal education () Primary
education () Secondary education () Certificate/diploma ()
Graduate () Post graduate ()

SECTION B: To staff not in management levels

1. Does the council have the employees' welfare policy? YES () NO ()
2. Do you know your welfares as a staff of the Momba district council? Mention them
3. Does the council adhere to the welfare policy? YES () NO (). If NO, explain why
4. Are you satisfied with the practice of the council regarding the staff welfare policy?
5. How does the welfare policy practice affect your job performance at the council?
6. What is to be done by the council to improve the job performance of staff at council?

SECTION C: To staff holding management positions

1. What are the employees' welfares that are provided to staff? Mention them
2. Are staff satisfied with the welfare policy? YES () How? NO () Why
3. How do you deal with underperforming employees? Explain
4. Are staff committed to work? YES () NO () if NO why?
5. What initiatives do you take to improve employees' performance at council?
Mention and explain.
6. What to be done to employees in order to improve the job performance at the council?

_____ **THANK YOU FOR YOUR COOPERATION** _____