

THE EFFECTS OF MOTIVATION ON EMPLOYEE PERFORMANCE:

A CASE OF RUKWA REGIONAL COMMISSIONER'S OFFICE

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled: **“The Effect of Motivation on Employee Performance: A Case Study of Rukwa Regional Commissioner’s Office”** 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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.....

Date

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DECLARATION

I, **Fredson David**, 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 (MHRM).

.....

Signature

.....

Date

DEDICATION

This dissertation is dedicated to my beloved son Moses Fredson and my daughter Heriet Fredson my late father David Cornel Mwakalonge and my late mother Anna Lazaro Mwasambulika and also my house girl Jacqueline during my education pursuit. This dedication is also extended to my lovely wife Anna Samson Kalumiana and my sisters and brothers for their encouragement and support during my study.

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ABSTRACT

This study attempts to evaluate the effect of motivation on employee performance using field data collected at the Rukwa regional commissioner's office. The objectives of the research were to examine the effect of rewards on employee performance at the RC-Rukwa office, examine the effect of promotion on employee performance at the RC-Rukwa office and to examine the effect of recognition on employee performance the in RC-RUKWA office. The study population included 82 employees from various departments in Rukwa Regional Office. Data was collected using a questionnaire and were later on analyzed using descriptive as well as thematic analyses. The findings revealed that rewards were important motivational factor in enhancing performance among employees as it has positive effect on employees' loyalty to organizational objectives that help them to increase their job effort. The study recommends the need to improve the current motivation package by incorporating both intrinsic such as promotion, recognition and support for carrier achievement. It also recommends needing to improve extrinsic motivation factors such as salary, extra duty allowance, transport allowance and medical benefits. This will help optimum utilization of human resources as well as increasing employees' performance. Furthermore, there is vital need to develop organization motivation policy that will help the RC-Office management properly use motivation function.

Keyterms: Motivation, Employees Motivation, incentive scheme and job performance

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LIST OF ABBREVIATIONS

DV	Dependent Variables
HR	Human Resource
HRO	Human Resource Officer
IV	Independent Variables
OUT	The Open University of Tanzania
RAS	Regional Administrative Secretary
RC	Regional Commissioner
RS	Regional Secretariat
SPSS	Statistical Packages for Social Sciences

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 Overview

This chapter presents the historical, theoretical and conceptual backgrounds. It also gives the research problem, purpose and objectives of the study and research questions. Significance of the study and scope are also presented.

1.2 Background to the Problem

Motivation has been regarded as necessary ingredient for every organization and business that wants to be successful and have a desire to get constant progress (Manzoor *et al*, 2011). The knowledge on the strength of the successful organization or any aspect of any business is almost traced from its motivated employees whose hardworking yields organizational performance (Mpume, 2017). It is well conceived that a motivated employee is the one with a set course concerned with a kind of strength that boosts one's performance and directs towards achieving some definite targets (Kalimullah *et al*, 2010). Performance of organization and employee's motivation works parallel to ensure that maximum organizational success is achieved (Muogbo, 2013).

A well-motivated individual is responsive of definite target and oriented on objectives that he or she must achieve. It is for this reason that he or she directs it influence in that direction. Motivation seems to be one of the most important tools for retaining employees and increases productivity. Organizations design motivation systems to encourage employees to perform in the most effective ways and also attract potential

candidates. It is reported that, one of many ways to motivate employees is to give rewards and incentives for good performance that's why organizations are argued to motivate employees in different ways as possible (Memmott and Growers, 2012).

Motivators such as pay and incentives in public service aim to compensate for work done motivate and retain employees to avoid the need for expensive recruitment and training for replacement. It is in this context that the governments around the world and Tanzania in particular continue with efforts to motivate its workforce (Tanzania Public Service Pay and Incentive Policy, 2010). Motivation is among of crucial factor towards increasing the performance so as to achieve organization goals. Low motivation or complete lack of motivation at any organization leads to presence of inefficient employees, labor turnover, fraud, corruption, absenteeism and indiscipline at work of individual (Muogbo, 2013). Good supervisors and managers maintain positive attitude by valuing employees and treating them fairly through designing supportive environment, which motivates employees. The key to create the efficient motivation system is by answering the question on what really motivate employees (Memmot and Grower's, 2012). According to Armstrong, (2009) employees' job satisfaction, which refers to the attitudes and feelings people have about their work is directed related to how such people are motivated. Positive and favorable attitudes towards the job indicate job satisfaction. One goal for HR manager is to develop motivated employees and increase their morale about their work (Philipo, 2016).

It has been reported that in most Sub-Saharan African countries, employee performance and morale is low (Suzzane, 2014). The low morale is attributed to low salaries and poor conditions of service. Lack of accommodation and other incentives

has de-motivated teachers in most of the countries (Sinyolo, 2007). Reports from Zambia reports that some teachers from remote districts travel to urban areas hoping to collect their pay, only to find that payment has not yet been processed (Mensah & Tawiah, 2016). Due to their meager salaries, these teachers are normally without bus fare to go back to their schools, so they are forced to wait until the money has arrived (Ibid). This may take up to a week or more, hence leading to high level of teacher absenteeism in class. This kind of teacher absenteeism was also reported to be a problem in Lesotho and Tanzania, and mainly affects teachers teaching in rural school (Elibariki, 2016).

In Tanzania, strong evidence exists that the vast majority of teachers particularly in the public schools are unhappy with their motivation schemes such as salaries, housing, workload and status with their communities for teachers (MOEC, 2003, 2004; Davidson 2004, 2005; HakiElimu, 2005). The poor motivation conditions in the public education system has overtime, seriously eroded many teachers motivation to carry out their teaching and non-teaching in acceptable manners. Most teachers are paid low salaries that demoralize them in teaching and learning process because that salary does not meet the basic needs effective per month like food, clothes and shelter in order to meet the basic needs for them and their family (HakiElimu, 2005).

Disparities in employee effectiveness in public sectors are a pre-occupation of policy-makers throughout the developing world. Yet despite the popularity of good performance of some public institutions, there are some other institutions, which perform, poor (Kelvin, 2016). However, employees in some public institutions in Tanzania have been reported to perform the least due to a number of challenges which

hinder their effective working (Shahzad, 2007) including lack of motivation. For the employees especially from the office of Regional Commissioner of Rukwa performance were extremely exemplary due to presence of highly motivated employees but in now days the performance declined due to lack of morale and unavailability of sustainable rewards strategy that can make their working life better. A problem is a situation where a gap is found to exist between the actual state and the desired ideal state of the community (Sekaran, 2003) in which the researcher need to search for the right answer for addressing the normal situation from the effect of motivation on employees performance.

Kuada (2015) noted that low-paid workers in Africa are less driven to get a particular task completed as needed. His study demonstrates that in East African countries there is a need to study organizational efficiency; the research focuses solely on large multinational corporations, whereas small organizations are not touched. Similarly, Njoroge (2013) indicated that organizations in the East African region overlooked the possibility that they would perform better as organizations if the employees' skill set were completely exploited and were well motivated to support the company where they operated. He acknowledged that, depending on how well members of the department are driven, it is likely to see one department functioning differently from another.

Most workers have reported their dissatisfaction as emanating from lack of housing, lack of improved salaries and other compensation needed to motivate and raise their performance. This study therefore explored the effect of motivation in raising employees' job performance in public offices in Sumbawanga Regional Office.

1.3 Statement of the Problem

Motivation of employees is one of the most important psychological concepts to employees and managers who give directions to employees to perform tasks according to organizational objectives (Ali & Ahmed, 2012). Numerous studies have been performed either independently or as a combination on employee morale and job performance. Most of these workplace motivation researches have shown a correlation between employee motivation and job performance (Lubuva, 2008; Manzoor, 2010).

While it is known that, the lack of employees' motivation in the organization will further cause a higher turnover, absenteeism, lack of employee retention, lower service and higher operating costs for recruitment, selection and training (Selvaraj and Cloninger, 2016). A huge number of workers around the world tend to stop their employments provided that they do not have the joy of their managers, their level of work, and their eagerness, (Shaban, 2020). Similarly, Njoroge (2013) indicated that organizations in the East African region overlooked the possibility that they would perform better as organizations if the employees' skill set were completely exploited and were well motivated to support the company where they operated.

For the Rukwa Regional office to maximize employee's performance there is a call for the employee's performance to be adequately motivated through various factors such as financial and non-financial factors essentially those hygiene and motivational factors. These are normally a result of low motivation and incentive programme. Employee motivation can be investigated in many different factors include, security, interesting work, opportunity for advancement, appreciation, company and management and intrinsic aspects of the job (Memmott and Growers, 2012). Whereas

it is widely acknowledged that motivation is a crucial factor towards increasing the performance of employees towards achieving the goals of a given organization, there are organizations with highly skilled labor force but does not motivate them. In such circumstances the employees' performance becomes low and the major consequence is that the achievements of the organization goals will be difficult (Nelson, 2013). Therefore, this study aimed to look into the effect of motivation on employee performance in organization with the case study of Rukwa Regional Commissioner Office (RRCO).

1.3 Research Objectives

1.3.1 General Research Objectives

The main objective was to investigate the effect of motivation on performance of employees in public service.

1.3.2 Specific Research Objectives

- (i) To examine the effect of rewards on employee performance at RC-Rukwa office.
- (ii) To examine the effect of promotion on employee performance at RC-Rukwa office.
- (iii) To examine the effect of recognition on employee performance in RC-RUKWA office.

1.4 Research Questions

- (i) What are the effects of rewards on employee performance at RC-Rukwa office?

- (ii) What are the effects of promotions to employee performance at RC-Rukwa office?
- (iii) What the effects of recognition on employee performance in RC-RUKWA office?

1.5 Significance of the Study

This study is essential in understanding what motivates employee performance and hence the report informs what public organisation must do in order to successfully motivate their employees to execute their best. This study would help to advance employee performance at the workplace and help public sectors to establish good image. This study is potential as it offers different suggestions for organizations, policy makers, Human Resource Managers, present employees and the future ones. The study also helps local top management to be aware of motivation drives that manipulate employees to perform better in their jobs.

Furthermore, this study helps the managers/administrators to know the needs of their employees and, hence take full advantage of employee effectiveness and efficiency in order for the institutions/companies to get a competitive advantage. Also, the study hopes to provide a genuine context for discussion about what can be done to ensure re-birth of employee's capability in delivering public services.

Finally, the study helps the researcher for practical fulfillment for Masters Degree and hence broadening the knowledge of motivation matters to employees in working areas hence swell effectiveness and efficiency.

1.6 Scope of the Study

The size of the study was mostly in the area of Sumbawanga District where by the information was collected from this District. The study concentrated on examining the effects of motivation on employee performance. The investigation was centred in Sumbawanga municipal due to convenience of getting the information since most of the respondents are located in Sumbawanga regional commissioner's head office. In some occasion's reference from other institutions dealing with employee motivations may were brought in to augment the results from the case study.

1.7 Limitation of the Study

The study was conducted in Sumbawanga town. Since most of the data was expected to be collected from primary sources through questionnaires, some respondents were not ready or delayed in completing questionnaires on time. In this regard, the researcher had to make close follow-ups to all respondents through physical visits and phone calls to ensure that maximum response is obtained. The researcher also used some secondary data from the various sources to augment the results from primary data. In order to increase the response rate and confidence to respondents, all respondents were assured of confidentiality of information they provided. In addition, the researcher utilised his skills, experiences in the management, profession, and theoretical orientation in research methods to thoroughly explain to participants about the study rationale and implication for them to participating in the study.

1.8 Organization of the Study

The study is organized into five chapters. Chapter One introduces the background to the study, statement and definition of the problem, research objectives and research

questions. Chapter Two provides the review of related literature to the current research topic. Chapter Three covers the research methodology including data collection instruments and data analysis procedures. Chapter Four presents research findings while Chapter Five gives the summary, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter presents review of related literature and writings on the motivational incentives to the employee performance in public services. Different terms related to motivation and employee performance in public services around the world will be presented including the changes involved in the enhanced motivational concepts within public services, also the chapter presents the theory, empirical study, knowledge gap and conceptual framework of the study.

2.2 Conceptual Definitions

Key terms and concepts in this study are Motivation, Employee motivation, Incentive scheme, and Job performance.

2.2.1 Motivation

The term motivation comes from the Latin word '*movere*' which means to move (Baron, Henley, McGibbon and McCarthy, 2012). Certo (2016) on the other hand defined motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described by Nelson (2013) as the process of arousing and sustaining goal-directed behavior among the people.

2.2.2 Employee Motivation

Motivation is defined differently by different people; employees motivation refers to the attribute of employee to do or to be involved in working for the attainment of the

public goals, in the context of this study (Nelson, 2013). It is also defined as the act of making employee feel that their work is recognized, valued and at the same time they get the rewards worth their input (Mutua, 2015).

2.2.3 Incentive Scheme

Incentive scheme is the arrangement under which the organization makes extra payments to employees to reward good performance. Incentive schemes as defined by Griffin and Moorhead (2013), are special programs designed to motivate high performance. Mejia (2015) defined incentives as benefits that are promised to employees to motivate them to achieve their best and to improve their behavior, productivity, and output continuously. Incentive schemes tend to link at least a portion of pay to job performance to encourage higher productivity. It is a plan or program designed to encourage people to do more of something than they could reasonably be expected to do. Incentive in another word could be anything including a greater volume of output, fewer defects, greater sales level, higher profits, improvement in share price, and so on (Martin, 2009). It can therefore be understood that incentive-based compensation is significantly related to organizational performance.

2.2.4 Job Performance

Job performance is a means to reach a goal or set of goal within a job, role or organisation (Campbell, 2011). Job performance is not a single action but rather it is a complex of activity to be done in the organization. Job performance tend to evaluate whether the employee perform well the job or not therefore the success of the organization depend on the job performance of the employees. Cooper (2010) describes job performance as an individual variable or something a single person does.

2.3 Literature Review

2.3.1 Types of Motivation and its Usefulness to Employees at Work Place

External motivation is the type of motivation that results from a number of factors such as bonuses, salary, prestige, and positive evaluation by others so this type of motivation the employee is motivated by other different factor which are not within himself or herself. External factors that affect the employee motivation at work place includes prizes, working conditions, free nutrition, professional achievement awards and free medical check. Various theories have been set up to show the importance of motivational factors at work place, one of them is the theory of Herzberg theory as it has been discussed in this chapter. Regarding internal factors motivating the individual tasks he described as internal motivation when they are characterized by key motivational responsibility, cooperation, varieties, opportunity (Kotherja and Rapti, 2015).

In many literatures in psychology motivational behavior is disposed externally to influence and satisfy psychological needs including the needs for autonomy and competence (Kotherja and Rapti, 2015). According to the study conducted by UNDP (2014) on motivation to public service officials it was mentioned that intrinsic and extrinsic motivations when combined together can produce optimal employee's performance.

2.3.2 Employee Performance

Performance is the level of attainment achieved by an individual, team, organization, it is the ability of the institution to achieve its goal, It is a way of thinking and communicating for building and problem solving. The concept of performance itself

involves both task performance and contextual performance. Ludovick (2015) stated that the performance has two aspects task performance which refers to the ability of an individual to perform an activity which contribute to the institution where the individual works and the other aspect is contextual performance which is not related to its technical contribution to the organization but usually it must support organizational environment, social and psychological.

In this context relates to the ability task performance and contextual performance is related to motivation and personality. Based on this study employee performance is directly dependent on motivational factors which can be internal or external.

2.3.3 Job Satisfaction

Job satisfaction promote employee's performance. Aslam (2013) satisfaction is the degree to which employees have a positive orientation towards employment by the organization. If this is assured, employee's morale can be raised and bring about improved performance. Various dimensions of facets like work supervision, pay and promotion are commonly used to ensure that employees are satisfied with jobs.

On the other side dissatisfied employees will of course have a negative effective orientation towards institution. Kotherja and Rapti (2015) show that a high job satisfaction score shows that the individual employee likes his work and to some extent, may have achieved the goal or aim he sets for himself when taking up the job, which laater may indicate that, he is prepared and eventually his or her job performance is improved.

On the other hand, the investigations measured job satisfaction and correlated the scores with motivation and commitment rate that brought about low performance of job, even though some dissatisfied employees may be compelled to remain in their job, others may leave for either the search of greener pastures. A better basis for predicting an individual's decision whether to be committed or not to his/her job seems to be a simultaneous measurement of his job satisfaction or dissatisfaction and of his perceived availability of other job alternatives.

2.3.4 Incentive Packages

In the study on public employee motivation and incentive packages in low income developing countries in Africa including Tanzania, Mensah (2011) found that despite the importance of material and psychological needs like job satisfaction, pay and benefits, professional staff and attrition, there is very limited superior quality published information available. It was concluded that more research in public employees motivation and incentives is urgently needed to improve the commitment level of the employees.

2.3.5 Occupational Status of Employee in the Regional Commissioner's Offices in Tanzania

Occupational status depends on the community valuing of the capability, responsibility and overall contribution of a particular professional to individual and community wellbeing. The rating status of the employee working in the regional commissioner's office is high compared with those who are working in other local government offices for that matter these employees need to be motivated so that they

be committed to serve people all the time. It is possible for the employee to maintain their status if they will be internally and externally motivated.

2.3.6 Promotion

Hafiza, et al (2011) declares that promotion is one of the motivation factor that when is provided to employees it may rise commitment. Robbins (2001) indicated that promotions create the opportunity for personal growth, increased level of commitment, performance and increase on social standing. employees should be promoted with regard to their performance in the manner that will make them to be more committed to work. This will make their general performance to increase. Good managers recognize people by doing things that acknowledge their accomplishments. Fair chances of promotion according to employee's ability and skills make employees more loyal to their work and this can bring about better performance (Mushtaq and Alam, 2014).

2.3.7 Salaries and Fringe Benefits

Massawe (2011) revealed that for the effective work performance employee's salary should be raised. When the employer consider the salaries and the frige benefit for the employees automatically their performance will rise. For the high productivity of the organisation it is must for the employer to provide salaries on time and it should satisfy the basic need, increment of the salary annual is also important in increasing the morale of the employee to be committed and work hard. For managers to optimize employee performance within a company or organization it is important to use the monetary incentives alongside the other incentives (both financial and non financial)(Akah Ndang William (2010).

2.3.8 Employee's Recognition and Reward

Managers should invest more than time to know their employees and develop motivational and psychological techniques to improve the effectiveness of employees. Highly motivated employees do better work than others especially if they personally energized they do their best. They will do best to achieve the organizational goals (Management assistant programe, 2008).

2.4 Theoretical Literature Review

Various theories have been dealing on explaining the relationship between motivation and employee performance. The theories in this regard are discussed in the following subsections.

2.4.1 Herzberg Two Factor Theory

This study is guided by the theory of Herzberg two factors which is applicable to the area of the research the same applied by researcher known as (Mbogo, 2013) at Ilala District Council he uses Herzberg theory which states that people's attitude about work are influenced by two dimensional paradigms of factors which are either from outside or within the individual perspective.

The theory considers the external factors as hygiene factors and those from within as intrinsic factors (motivators). Factors such as company policy, supervision are hygiene factors rather than motivators. According to his theory, the absence of hygiene factors can create job dissatisfaction but their presences do not motivate or create satisfaction. Satisfiers describe a person's relationship with what she or he does which may relate to the tasks being performed, while dissatisfies on the other hand

have to do with a person relationship to the context or environment in which he or she performs the job. This means that if the motivator factors are appropriately manipulated in the design of jobs, it will result in satisfaction for the job done, whereas the manipulation of hygiene factors will not bring satisfaction but merely bring the employee to a point of zero dissatisfaction. Like Maslow's model, Herzberg two factors tend to suggest that needs have to be satisfied first for the employees to get motivated. However, Herzberg argues that only the higher levels of the Maslow's Hierarchy of needs that is self-actualization and esteem needs can act as motivators the remaining needs can only cause dissatisfaction if not adequately addressed.

Management should focus on systematic planning work so that their ways in which this could be achieved there are through job-enlargement which involves increasing the number of tasks a worker performs with all of the tasks at the same level of responsibility secondly is through job-rotation and third is through job-enrichment. Also Fatin binti Mohamed Anuar et.al presented this theory of Herzberg in www.youtube.com says Herzberg theory which is also known as two factor theory says that this theory is proposed by Frederick Herzberg a behavioral scientist in 1959 then according to Herzberg there are some job factors that without in satisfaction (motivational factor) where there are other job factors which prevent dissatisfaction (hygiene factor).

This an Herzberg view of satisfaction and dissatisfaction for motivation factor resembles satisfaction which its opposite is no satisfaction and the hygiene factor resembles no dissatisfaction is dissatisfaction, this theory resembles Maslow's hierarchy of needs which states everything from physiological, safety and social needs

essentially are hygiene factor and everything from self actualization and esteem are motivational factor. That is the first factor will be the hygiene factor this is the factor there part of the job they need to be present to ensure reasonable level of satisfaction. That is to say Good leadership should be resulted from equal balances of Hygiene factor and Motivators.

From (www.accaglobal.com) understanding Herzberg's motivation theory, understanding what motivates people in all walks of life is basic to all who aspire to management. One of the best known of the writers on motivation is Herzberg. He is noted for among other things his ideas on job enrichment, enlargement and rotation. However his ideas on motivation in the hygiene-motivation theory are particularly useful to our understanding of what motivates people.

This is particularly useful to our understanding of what motivates people. This is particularly relevant as the original research was undertaken not in factory, but in the offices of engineers and accountants. Content theories of motivation, Herzberg motivation theory is one of the content theories of motivation. These attempts to explain the factors that motivate individuals through identifying and satisfying their individual needs, desires and the aims pursued to satisfy these desires.

This theory of motivation is known as two factor content theory. It is based upon the deceptive simple idea that motivation can be dichotomized into hygiene factors and motivation factor, and is often referred to as a "two need system". These two separates "needs" are the need to avoid unpleasantness and discomfort and at the other end of motivational scale, the need for personal development. A shortage of the

factors that positively encourage employees (the motivating factors) will cause employees to focus on other, non - job related hygiene factors.

Table 2.1: Examples of Hygiene Factors and Motivator's Factors

Hygiene Factors	Motivators Factor
Company policy	Achievement
Supervision	Recognition
Relationship/Quality of interpersonal relationships	The work itself
Working conditions	Responsibility
Salary	Growth/advancement
Status	Promotion
Job Security	Rewards

By looking on these factors above in the Table 2.1 most of employees of Rukwa regional were impacted and they found to be less motivated.

2.5 Empirical Studies

2.5.1 International Research Studies

Nizam and Shah (2015) examined on the Impact of Employee Motivation on Organizational Performance in Oil and Gas Sector of Pakistan. The study looked the significance of inspiration in the administration of individuals at work; no framework moves easily without it, and no association accomplish its target without motivating its HR. This examination was directed on various level of administration in oil and gas division of Pakistan. Relapse and correlation strategy were together used to test the theory. Study results demonstrates that, representatives get fulfilled and in this way their level of yield increments and upgrades the work execution of their association. Acknowledgment has an imperative impact for improving worker inspiration towards

their work by perceiving representatives they feel inside propelled with their employment and conferred towards association accomplishment. Finally, the examination prescribes that relations should make motivation as a tendency to achieve enhanced implementation.

Susan *et al.* (2012) examined the impact of motivation on execution in the general population security area with an attention on the Police Force in Nairobi, Kenya. The reason for the examination was to explore the effect of motivation on job execution in people in general security part in Nairobi County, Kenya. The study utilized a blended research outline of exploratory, enlightening and quantitative plans with the rundown of standard cops filling in as the testing outline. The poll was utilized to assemble pertinent data from the respondents. Information gathered was analysed utilizing both the expressive and inferential insights. It was found that that, in spite of the administration change endeavors in the Security division, execution has kept on weakening with criminal exercises expanding by the day. Difficulties prompting this troubling execution have not been enough examined and surely knew, subsequently blocking execution by the security officers who assume a basic part in security issues. The examination prescribed that legislature and other concerned partners ought to enough propel the police for enhanced execution/benefit conveyance.

Singh and Rama (2015) did an exact examination on employee motivation and organizational effectiveness. The objective of the study was to distinguish factors that influences worker inspiration and looking at the connection between hierarchical adequacy and representative inspiration. Three theories were fabricate in view of the writing and the model and were tried in context of the past investigations and writing.

The study presumed that strengthening and acknowledgment employees have constructive outcome on worker inspiration. It was then discovered that, the greater amount of the strengthening and acknowledgment of representatives in an association is expanded, the more their inspiration to work will improve. The investigation finalised by remarking that, valuing the representatives for their work done and giving them cooperation in basic leadership, inside fulfills them with their occupation, association and hierarchical condition. Hence their energy and inspiration towards achievement of errands increment.

Anyim *et al* (2012) assessed the role of motivation on employees' performance in the public and private Sectors in Nigeria. The study analyzed inspiration and workers' execution in general society and private segments in Nigeria. The investigation discovered various associations including introduction of great pay base that is tempting and aggressive. Furthermore, great pay tend to guarantee installment for expanded abilities or obligations, making space revenue driven sharing through reward or offers. Moreover, pay execution reward in light of representatives' execution gives acknowledgment and handshake for work well done. Be delicate to the necessities, emotions and predicament of the representatives and consistently stretch a sentiment pride in their work and execution among others.

Another study was done by Alnasrallah in 2016. The study findings demonstrate that, a motivational association can spur its representatives naturally by giving social help to their employments that tends to back off occupation related weight and along these lines improves their work morale. Furthermore, associations need to plan compelling

worker preparing and advancement programs which make representatives enabled and propelled towards their work and result in better performing groups inside the unit.

The investigation infers that, workers' inspiration positively affects representative execution. Higher representative inspiration builds the profitability and in addition worker maintenance for an association. Different strategies might be utilized by associations to help worker inspiration, for example, preparing and advancement, social engagement and authority as well as monetary motivations (Alnasrallah, 2016). Owusu (2012) assessed the effects of motivation on employee performance specifically in Ghana commercial bank- Kumasi zone using qualitative 17 and quantitative to analyze data and found that there were positive relationship between motivation and employee performance.

Albeit (2015) conducted the study on the role of motivation on employee performance at Victoria commercial bank in Kenya using correlation and regression to analyze data and concluded that there positive relationship between motivation and employee performance. This study however, will be undertaken in Rukwa region Tanzania.

2.4.3 Empirical Research Studies from Tanzania

Different researches have been conducted in Tanzania concerning the effects of motivation on employee performance and came up with some findings that helped to draw conclusion as elaborated here under;

On first hand, Orasa (2014) made a study on the effects of motivational factors on employee job performance in public health care facilities at Ilemela in Mwanza region. Using descriptive methodology, the following findings were revealed; there

were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators.

Another study was conducted by Bushiri (2014) on the impact of working environment on employee's performance using qualitative and quantitative methodology at Institute of Finance Management in Dar es salaam, Tanzania. The study came up with the findings that there were positive relationship between working environment and employee's performance. Apart from looking at the impact of working environment on employee's performance, this study examined various factors of motivation instead of looking on single factor of working environment.

On top of that, Mbogo (2013) assessed the impact of motivation on employee performance in public services in Tanzania with the case of Ilala Municipality. The data were analysed using Statistical Package for Social Studies. It was discovered that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. Furthermore, Mohamed (2013) conducted a study on the influence of motivation on job performance among primary teachers in public schools in Kongwa District Council-Tanzania. Statistical Package for Social Sciences was used in data analysis. The drawn conclusion revealed that there were no significant relationship between motivation and teacher's job performance as teacher's performance is influenced by many factors.

Mruma (2013) conducted a study on effect of motivational factors on teacher's performance in Tanzania education institutions in Nyamagana District using qualitative and quantitative methodology and found that teachers are mostly motivated by intrinsic factors.

The intended study will be different from this as it is going to be undertaken at Rukwa RC office. From empirical works reviewed many researchers have tried to show the relationship between motivation and employees' performance but leaving out what hinder motivation practice in organization setting though of its importance therefore suggesting a need for further research (Elibariki, 2016).

Table 2.2: Summary of Empirical Literature Review

S/N	Title	Author	Methodology	Findings
1	Effects of motivation factors on employee job performance in public primary health care facilities	Orasa (2014)	Descriptive methodology	Low motivation among health care workers.
2	The impact of working environment on employees performance	Bushiri(2014)	Descriptive design using Qualitative and Quantitative	There is positive relationship between working environment and employee performance
3	Impacts of motivation on employee's performance in public services in Tanzania	Mbogo (2013)	Descriptive Qualitative and Quantitative using SPSS	The most motivating factor is wage
4	The influence of motivation on job performance among primary school teachers in public schools	Mohamed(2013)	Quantitative design using SPSS for data analysis.	There were no significant relationship between motivation and teachers job performance
5	Effect of motivation factors on teacher's performance in Tanzania education institutions.	Mruma(2013)	Descriptive design using SPSS for data analysis	Teachers are mostly motivated by intrinsic factors
6	Effect of motivation factors on employee performance	Owusu(2012)	Qualitative and Quantitative	Positive relationship between motivation and employee performance
7	The impact of motivation on employees performance	Matsei(2008)	Descriptive design	Positive relationship between motivation and employee performance
8	The impacts of motivation on workers performance	M. Salfiya and A.Mahroof (2011)	Descriptive design	Strong relationship between motivation and employee performance
9	The role of motivation on employee performance	Albeit(2015)	Descriptive design	Positive relationship between motivation and employees performance
10	The role of motivation on employees work performance	Faraji (2013)	Descriptive design using correlation for analysis	Strong relationship between motivation and employees performance

Source: Field Data, 2020

2.5 Research Gap

According to the above cited arguments, a lot has been done when it comes to employee motivation and organisational performance. However, the cited empirical literatures have not shown clearly how the singularity of motivation influences organization performance. Most studies centre around the components that influence employee's motivation on organisational performance with description of the environment in which the study was conducted.

Due to different circumstances and features that affect organisations in different ways, many studies have been done at the organizational level, especially trying to find the effects of motivation on employee performance, productivity and profitability. This study will be done at the public sector, specifically at Rukwa Regional Commissioner Office. The findings are likely to come up with a different scenario, which will add value to the general concept of employee motivation.

2.6 Conceptual Framework

Conceptual framework is an arrangement of ideas, presumptions, desires, convictions, and speculations that help and advice your exploration. It explains either graphically or in account frames the principle things to be contemplated, the key components, ideas or variable and the assumed connections between them (Sitco, 2013). It represents the researcher's synthesis of literature on how to explain phenomenon (prof. Haggard).

Diagrammatically the study is determining the dependent variable that is employee performance due to motivation and independent variables such as motivational

incentives, relation between motivation and workers' performance as well as workers' attitudes towards the types of motivation given and how they are correlated to improve performance in Rukwa RC office.

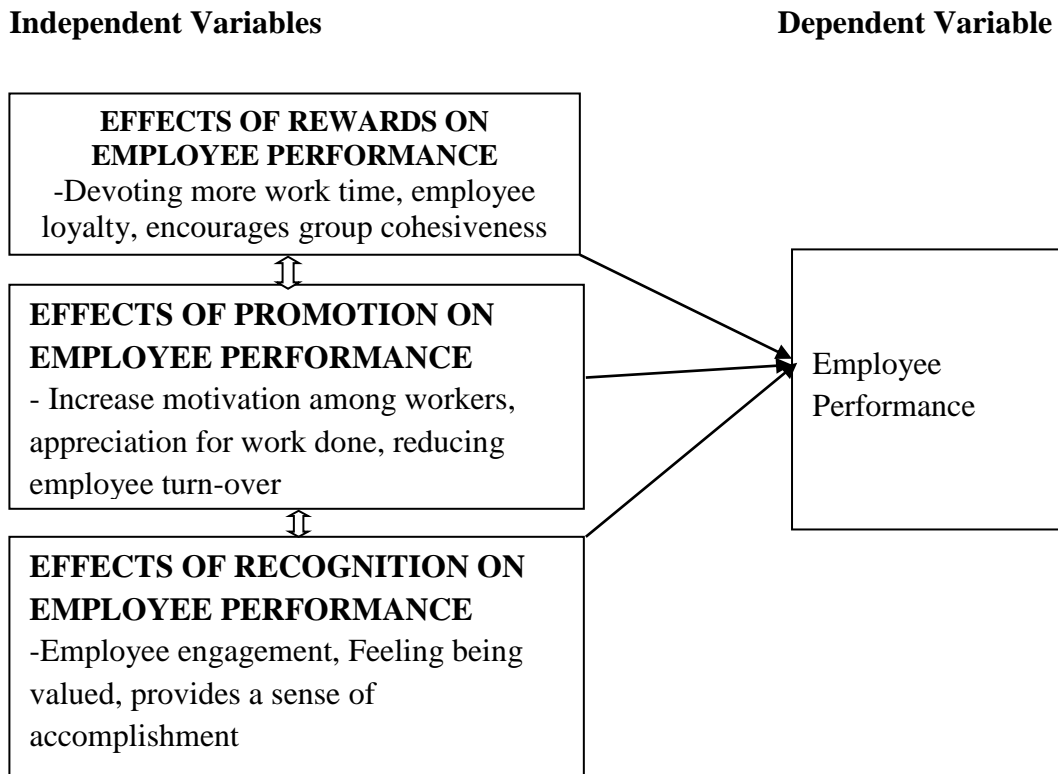


Figure 2.1: Conceptual Framework of the Study

Source: Literature Review, 2020, This Figure is Borrowed from Kaspar (2019)

Figure 2.1 shows that motivation incentives could be measured from recognition, job salary, salary, employee relation, work challenge, job security, rewards and promotion as the tools of motivation that influence effective job performance but also motivation were considered by provision meals, accommodation, transport allowance, medical allowance, houses for the employees and allowances for extra activities that generally form the motivation tools.

The presence of motivation to the employees in the RC office in Rukwa region for improving job performance is when there is good administration, presence of working tools, absent of conflict among employees and the top management of the region office.

The employee have to accept the motivation given by the employer that is the attitude of the employee toward the motivation given and this might be measured by considering the following; adequacy of motivational incentives, acceptability of incentives, variety of the incentive, equality in motivation distribution, ability of the incentives to improve employee's performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter covers research methodologies used in the study. Specifically, the chapter discusses the research design, study population and area of the research study, sampling design and procedure, variables and measurements procedure, methods of data collection, data processing and analysis, and expected results of the study.

3.2 Research Philosophy

According to Galliers, (1991) a research philosophy is a belief about the way in which data about a phenomenon should be gathered analysed and used (Galliers, 1991). The term epistemology (what is known to be true) as opposed to doxology (what is believed to be true) encompasses the various philosophies of research approach. This study employed interpretivism philosophy. The interpretivists contend that only through the subjective interpretation of and intervention in reality can that reality be fully understood.

The study of phenomena in their natural environment is key to the interpretivist philosophy, together with the acknowledgement that scientists cannot avoid affecting those phenomena they study. They admit that there may be many interpretations of reality, but maintain that these interpretations are in themselves a part of the scientific knowledge they are pursuing. This has been the key in analyzing the factors affecting employee motivation. Interpretivism has been used in this study to explore how various motivational factors affect employee performance according to how each variable define itself (Pervan, 1994b).

3.3 Research Design

This study was an exploratory one that used a case study for the reason that it covered a specific area with regard to the questions and objectives of the research at hand. Case study is a method of intensively empirical investigation into a phenomenon over a time within its natural setting in one or a few sites (Bhattacharjee, 2012; Porta and Keating, 2008). Also case study answers the answers the what, why and how questions (Saunders, Lewis and Thornhill, 2007 and Yin, 2003), this study had questions of such a nature hence necessitating useful data collection. Driscoll (2011) contends that survey can contain quantitative data and qualitative data. This study used both qualitative and quantitative methods because numerical data and non-numerical data like experiences, observations and ideas from the target were applied to satisfy the study the requirements. Due to the stated reasons and by virtue of exploratory and case study, the research applied survey for data collection as is naturally required to be logical (Kaspar, 2018).

3.3.1 Study Area

The study was conducted at Sumbawanga Municipal, which is part of Rukwa Region. It involved employees from Regional Commissioner Office at Rukwa. The study was conducted at RC office because is one of the public institutions where the effects of motivation to employees performance could be studied as similar to other public institutions and employees.

3.3.2 Survey Population

Population is defined as a totality of any group of units, which have one or more characteristics in common that are of interest to the researcher (Omari, 2011). The

population may be all individuals of a particular type or a more restricted part of that group. A population can be large or small depending upon the size of the group of persons or objects about which the researcher plans to make inference. The study was conducted to 136 employees of the RC office both male and female without regarding their qualifications level.

According to Kothari, (2004) Survey in data collection can use one or more of the ways, which are observation, personal interview, telephone interview and questionnaires. Employees of the RC office were involved because they are the highest public office at regional level where motivational practices as far as the study is concerned should be well observed. A total population of the employees at Regional Commissioner Office is 137. The said study population comprised of Nkasi district council 17 employees, Kalambo DC 15 employees, Sumbawanga DC 12 employees, Regional secretariat 92 employees (HCMIS, 2020).

3.4 Sampling Design and Procedure

Williman (2011) defines sample as small number of the whole population selected to show what the whole population is like. Punch (2006) argues that purposive sampling enables the researcher to select respondents on the basis of his/her judgment. Purposive sampling is considered as the most important kind of non-probabilistic sampling to identify the primary 37 participants.

Generally, the sample selection is based on the purpose of the research or critical characteristics (Oso and Onen, 2005). In this study the purposive sampling was used in order to get primary respondents according to their roles and responsibilities in

planning, management, supervision and monitoring the implementation of motivational incentives at regional levels. These included head of departments, sections and supervisors.

Simple randomly sampling was used to obtain sample from other employees in the regional office. The choice of this technique is based on the fact that all public employees share various experiences related to their motivation and performance. Therefore, all public employees had an equal chance to be included in the sample. The process of simple random sampling involved writing all names of employees in each office on pieces of paper that was folded put in a container and mixed up together.

One paper was picked at random without replacement. The name of an employee on the picked paper was the one to be included in the study. The process of picking was done until the exact number of respondents that is 78 was obtained from selected offices. Specific attention was paid in order to make sure that both sexes are included in the study sample.

3.4.2 Sample Size

The sample for the study comprised of 17 heads of departments and sections, the rest 78 respondents were other workers. This was backed up by Kothari (2004) that sample sizes greater than 30 tends to reflect a normal distribution trend which has validity for generalization. However, the study employed two sampling procedures that was; purposive sampling, to select schools and random sampling to get respondents.

Table 3.1: Sample Distribution

S/N	Department	No. of Respondents
1	Human Resources	5
2	Education department	15
3	Business and procurement department	20
4	Public service	15
5	Other departments	27

Source: Field data, 2021

3.5 Variables and Measurement Procedure

The kinds of data or information were both qualitative and quantitative data. Primary data were obtained by surveys, interviews and observations. Secondary data were obtained in libraries, internet, and online. Variables for data collection included history/memory, coercive, mimetic, normative, legitimacy, and logic and improved for performance of RC office. Questions in Likert scale form was used in measuring the variables for obtaining data enhancing to show existence of the relationship between independent and dependent variables of the study.

This study preferred to use questionnaires, interviews and observations. Sampling is a process of selecting participants from a large group of individuals whose representation is the same as those unselected (Sanders, et al, 2007). Non-probability sampling was employed for the exception that always nature of employees are not stagnant due to some workplace factors such as leave, transfers or rather going to training but for the purpose saving time and effort in the course of study. Opportunity sampling also known as convenience sampling method which is found to be the easiest to access participants, costs and time savers (Williman, 2011) was employed in data collection (Kaspar, 2018).

3.5 Methods of Data Collection

Questionnaires, Observation and interview were the main three data collection methods (Sekeran, 2003) used in this study. Both primary and secondary data were collected. Kothari (2004) defines primary data as the data collected afresh and for the first time and are original in character differing from secondary data, which are ready collected data from previous works or studies. Data are normally collected aiming at making fair and reasonable decisions of the study regardless of the interests of the interviewees or the researcher that will affect the meaning of the research (Kothari, 2014).

3.6 Data Processing and Analysis

It has been advocated that data analysis carries a whole range of activities of both types, which are qualitative and quantitative. The statistical methods and techniques give out the answers to the problem questions of the study (Kothari, 2014). Cohen, Manion and Morrison (2007) provides two logical considerations for data analysis which are first is what needs to be done with the data after being collected, how will they get processed and analysed for study at hand and second is on how will analyzed results be verified and validated. In this study both qualitative and quantitative methods/approaches were used in analysing the data.

In supporting the process of data analysis the study used Statistical Package for Social Science (SPSS) version 22 to analyze quantitative data, which generated frequencies, percentages, figures, tables and charts. The results of analysis were interpreted by descriptions/ explanations. The qualitative data from interviews were carefully scrutinized, themes arranged and the information presented based on the respondents'

opinions on the effect of motivation to employee performance. The data were finally compared to quantitative data and the results were important in making conclusion and recommendations based on the data collected.

3.7 Expected Results of the Study

This study solves the problem of the effects of motivation to employee performance at Rukwa regional commissioner's office the results will create the chances of eradicating the occurrence of this problem to other or entire working places.

3.8 Reliability and Validity

According to John (2006), reliability is the degree to which the outcomes are reliable over time and an exact representation of the total populace being examined, and on the off chance that the outcomes of the study are duplicated utilizing a comparative technique and can result in similar or comparable outcomes of the research would be considered dependable. In order to determine the reliability of the study, questions were well clarified to respondents and results were compared with different methods employed in the study.

In order to ensure validity of data, the responses were assigned a score to ensure that each response is presented in accordance to how the respondent intended it. This was done as such as to clarify responses that may be inconsistent or vague.

3.9 Ethical Considerations

Comprehending to what constitutes moral research is critical for all researchers who lead explore tasks or utilize and apply the outcomes from examine discoveries. It

counteracts messy or flighty research, since ignorance of procedures intended to ensure look into subjects is not viewed as a practical reason for morally faulty undertakings (Msabila & Nalaila, 2013). In this study ethical consideration involved the following.

3.9.1 Confidentiality

According to Mugenda & Mugenda (1999) respondents should be protected by keeping the information's given confidential, especially if confidentiality has been promised. Confidentiality was observed and unauthorized persons didn't have access to the data collected. Data was accessed by the researcher and respondents participated in the research voluntarily as no one was forced into participation. Furthermore, the researcher ensured participants that the collected data would be only for research purposes.

3.9.2 Plagiarism

Plagiarism is the demonstration of going off another person's thoughts, pictures, hypotheses, words, or stories as yours. In the event that a researcher copies the work of others, he/she brings into question of uprightness, morals, and reliability of the whole of his or her study. What's more, literary theft is both an illicit demonstration and guilty, thought to be on an indistinguishable level from taking from the creator that which he or she initially made (Msabila & Nalaila, 2013). In this study, plagiarism was avoided by ensuring that, none of somebody else ideas and thoughts were copied as they are. Whatever piece of information that the researcher used from other authors was customized to meet the needs of this study and was acknowledged accordingly.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings that were obtained from data that were collected from the field. The chapter has two parts namely, respondents' demographic characteristics and the findings. The findings are based on the study objectives, which are to examine the effect of rewards on employee performance at RC-Rukwa office, to examine the effect of promotion on employee performance at RC-Rukwa office and to examine the effect of recognition on employee performance in RC-RUKWA office.

4.2 Respondents' Demographic Information

In this section information is given about the respondents' sex, age, marital status, education, school, profession and department in respective study area. The significance of the mentioned demographic characteristics lies in the fact that the readers may associate the validity and reliability of respondents' data with their sex, age, education level, ward, school and teachers' experience.

4.2.1 Respondents by Sex

Table 4.1 presents the number of respondents by sex, for employees in Sumbawanga district. Information on respondents by sex is valuable because men and women have their necessary roles to play in understanding the effect of motivation on employee performance. Table 4.1 shows that 48 (58.5%) were male respondents and 34 (41.5%) were females teachers out of 82 respondents who participated in the study. The data reflect that Rukwa regional commissioner office has more male employees than females.

Table 4.1: Gender of the Respondents

Variable	Frequency	Percent
Male	48	58.5
Female	34	41.5
Total	82	100.0

Source: Field data, 2021

It was very important to categorise the respondents by sex as there was necessity of evaluating how men and women perceive the effect of motivation on performance of employees. This was due to the availability of the teacher respondents in schools during the study. This finding was in line with Kimu (2012) who had observed that in terms of employee distribution, the rural based regions tend to be more populated with male than female workers.

4.2.2 Respondents by Age

Table 4.2 presents the frequencies of the respondents by their ages. Age is the period of time that someone has been alive or something has existed (Samky, 2008). Information about age of respondents in this study helped a lot in the search for data necessary for understanding the effect of motivation on performance of employees. It was, without doubt, expected that the employees of different ages could help to provide very important information about how they feel when motivated. Psychologically, age is always in line with mental maturity of human beings.

Table 4.2: Age of the Respondents

Variable	Frequency	Percent
18-30	8	9.8
31-45	52	63.4
46-60	22	26.8
Total	82	100.0

Source: Field data, 2021

The categories of age were 18-30, 31-45, 46-50. The age ranges were selected based on the law of employment which allows employment of people from the age of 18 where as retirement is limited at the age of 60. Table 4.2 indicates that out of 82 respondents, 8 (9.8%) respondents were in the age group of 18-30, 52 (63.4%) were in the age group of 31-45 and 22 (26.8%) were in the age group of 46-60.

Therefore, the bigger numbers of respondents according to age in the study were 52 (63.4%) in the age group of 31-45 and 22 (26.8%) in the age group of 46-60. At this age employees have gained a lot of skills and experience at work and are capable of using their expertise in using motivation as a tool to enhance job motivation for better performance in the office activities. These workers only require motivation to translate this masterly into ideal performance at work. This concurs with Bennell and Mukyanuzi (2005) on employee motivation crisis, who found that individual employee characteristics can adversely impact on motivation levels.

4.2.3 Respondents by Education Level

Table 4.3 presents the levels of education of the respondents. During the study in the field, information about respondents' education was also needed. Levels of education could be useful in the importance of promoting workers to different grades. Sometimes, the level of education one has attained contributes a lot in maintaining good motivation though not all the time.

Bigger number of employees in the study area had attained certificate and diploma education levels. Table 4.3 indicates that out of 82 respondents 4 (4.9%) of employees possess primary education, 12 (14.6%) possess secondary education, 40 (48.8%)

possess certificate and diploma whereas 26 (31.7%) of the workers possess a first degrees and above educational levels. This shows that majority of workers at Rukwa Regional Commissioners' Office possess certificates and degree which are the relevant qualifications for working at this level.

Table 4.3: Respondents by Education Levels

Variable	Frequency	Percent
Primary	4	4.9
Secondary	12	14.6
Certificates and Diploma	40	48.8
Degree and above	26	31.7
Total	82	100.0

Source: Field data, 2021

4.2.4 Respondents by Marital Status

The respondents were asked to state their marital status and Table 4.4 presents the findings.

Table 4.4: Respondents by Marital Status

Variable	Frequency	Percent
Single	12	14.6
Married	70	85.4
Total	82	100.0

Source: Field data, 2021

From the above Table 4.4, it reveals that 12 (14.6%) of the respondents were single while 70 (85.4%) were married. It was important to establish the marital status of the respondents as it could be a factor that may influence motivation to work hard and hence performance. According to Giedrius, Susanna and Vitalija (2004) Socio-demographic factors such marital status are depicted as always been one of the significant predictors of either job strain or motivation.

4.2.5 Professional Level

Respondents with certificates constituted 14 (17.1%) of all respondents who participated in the study while 16(19.5%) had diploma qualifications. On top of that 34 (41.5%) of the employees had first degree whereas 18 (22%) of the respondents had second degree and above qualifications. The interviews revealed the employees had studied various courses such as Public Administration, Science in environmental studies, education, laws, community development and secretarial.

Table 4.5: Respondents' Professional Levels

Variable	Frequency	Percent
Certificate	14	17.1
Diploma	16	19.5
First Degree	34	41.5
Secondary Degree and above	18	22.0
Total	82	100.0

Source: Field data, 2021

4.2.6 Working Experience in the Department

According to data summarized in Table 4.6, 8 (9.8%) employees worked in the same department for less than two years, 10 (12.2% had been working in the same department between 2-5 years. On the other hand, 28 out of 82 respondents (34.1%) had a working experience of 5-10 years in the same department and 36 (43.9%) had been working in the same department over 10 years. This implies that majority of the respondents had enough working experience on the same department which could tell more about motivation and job satisfaction in their field of work.

Table 4.6: Employees Working Experience in One Department

Variable	Frequency	Percent
Less than 2 years	8	9.8
2-5 years	10	12.2
5-10 years	28	34.1
Above 10 years	36	43.9
Total	82	100.0

Source: Field data, 2021

4.2.7 How often do Employees Receive Rewards

According to data summarized in Table 4.7, 12 (14.6%) respondents had once received working rewards while 16 (19.5%) had been rewarded two to four times. On the other hand, 8 out of 82 teachers (9.8%) had been rewarded more than four times. Lastly, 46 (56.1%) were not rewarded at all. This implies that majority of the respondents had enough job experience but were not rewarded based on the activities they performed.

Table 4.7: Rewarding of Employees

Variable	Frequency	Percent
Once	12	14.6
Two-four times	16	19.5
More than four time	8	9.8
Not at all	46	56.1
Total	82	100.0

Source: Field data, 2021

4.2.8 Employee Promotion in Relation Performance

According to data summarized in Table 4.8, 22 (26.8%) employees had been promoted, 58 (70.7%) had not been promoted at all while 2 (2.4%) did not remember

when they were promoted. This implies that majority of the respondents had not been promoted which could affect their motivation and job satisfaction.

Table 4.8: Employee Promotion in Relation Performance

Variable	Frequency	Percent
Yes	22	26.8
No	58	70.7
I don't remember	2	2.4
Total	82	100.0

Source: Field data, 2021

4.3 The Effect of Rewards on Employee Performance

The respondents were asked to state the extent to which they agreed that rewards had effect on their job performance and Table 4.9 presents the findings.

Table 4.9: The Effect of Rewards on Employee Performance

S/no	Variables	SA		A		Undecided		Disagree		SD	
		F	%	F	%	F	%	F	%	F	%
1	Employees become much more devoted in performing their task.	18	22.0	42	51.2	10	12.2	8	9.8	4	4.9
2	Positive effect on employees' loyalty to organizational objectives	14	17.1	10	12.2	18	22.0	16	19.5	24	29.3
3	I feel appreciated for the work I do	26	31.7	28	34.1	12	14.6	12	14.6	4	4.9
4	This encourages group cohesiveness within the firm	14	17.1	10	12.2	18	22.0	16	19.5	24	29.3
5	Higher levels of productivity in an employee	26	31.7	28	34.1	12	14.6	12	14.6	4	4.9

Source: Field data, 2021

Employees become much more devoted in performing their task; from the findings in Table 4.9 reveal that 73.2% of the respondents agreed to the fact that rewards had an effect on employee performance as makes employees become more

devoted in performing their tasks. This finding concurs with Kelvin (2016) in his arguments that employee rewards was a key factor in influencing performance.

Positive effect on employees' loyalty to organizational objectives; the study found that 29.3% (Table 4.9) of respondents agreed that rewards is one of the things that enabled them to develop loyalty to organisational objectives, this reflect that many there are employees in many organisations who would become very loyal to implementing organizational objectives if they are rewarded based on the jobs they perform.

I feel appreciated for the work I do; A\as presented in Table 4.9, it was evident that majority of the respondents (65.8%) agreed that they felt appreciated after being rewarded based on the tasks they perform in the office. However, 14.6% of the respondents were undecided, 14.6% disagreed and 4.9% strongly disagreed.

This encourages group cohesiveness within the firm; further 29.3% of employees agreed that rewards encouraged group cohesiveness within the firm, this reflect that there are employees are able to perfume well in their task as they can form group cohesiveness after being given rewards. Therefore, the study revealed that rewards given encourage employees to work together hence they worked hard to improve performance in doing various office tasks.

Higher levels of productivity in an employee; the findings in Table 4.9 shows that 26 (31.7%) of the respondents strongly agreed that rewards received by employees

increase their job performance in terms of fostering productivity while 28 (34.1%) agreed that rewards they receive increase their productivity in the job. 12 (14.6%) were undecided whereas 12 (14.6%) of the respondents disagreed on the statement that rewards they receive increase higher levels of productivity among them. 4 (4.9%) of all respondents strongly disagreed on the statement that rewards they receive increase higher levels of productivity.

Furthermore Haki Elimu (2005) discovered that motivation had diverse effects on employee performance at work. They found that there is a positive relation between motivation and working performance of employee, i.e. the greater the level of motivation the higher will be the teacher's job performance or if provide a high level of motivation to a teachers then their job performance will be increase. The main benefits of motivation are that the organization can use the human resources in an appropriate way, for this the employee are willing to work itself. It brings employees satisfaction and the goals can be achieved on time in organization. In this way, the efficiency increases and its cost become reduced. The increase in motivation makes employee to increase their job performance in various activities in Sumbawanga Regional Commissioners' office.

4.4 The Effect of Promotion on Employee Performance

Respondents were required in one of the questionnaire's items to give their opinions by either strongly agree, agree, being neutral, disagree or strongly disagree on the effect of employee promotion on their job performance. The findings are presented in Table 4.10.

Table 4.10: The Effect of Promotion on Employee Performance

S/N	Variables	SA		A		Undecided		Disagree		SD	
		F	%	F	%	F	F	%	F	%	F
1	Build up loyalty	16	19.5	32	39.0	14	17.1	10	12.2	10	12.2
2	Increase motivation among workers	14	17.1	22	26.8	12	14.6	12	14.6	22	26.8
3	Reduce labour turn over	14	17.1	10	12.2	18	22.0	16	19.5	24	29.3
4	I feel appreciated for the work I do	26	31.7	28	34.1	12	14.6	12	14.6	4	4.9

Source: Field data, 2021

Build up loyalty; the findings in Table 4.10 shows that 16 (19.5%) of the respondents strongly agreed that employee promotion affect their job performance by building loyalty among them while 32 (39.0%) agreed that they build loyalty in their jobs when given promotion and thus increasing their job performance. On the other hand, 14 (17.1%) were undecided if promotion helps to build loyalty among workers whereas 10 (12.2%) of the respondents disagreed and finally 12 (12.2%) of all respondents were strongly disagreed on the statement that job promotion they receive increase their job performance through creating loyalty among them.

Increase motivation among workers; on the other hand, the field data show that 14 (17.1%) of the employee strongly agreed that they were motivated by job promotion. On top of that 22 (26.8%) of the respondents agreed that job promotion created motivation among workers whereas 12 (14.6%) were undecided based on this statement. Among the other responses, it was revealed that 12 (14.6%) disagreed on the statement that employee promotion increased motivation among workers and 22 (26.8%) of the total 82 respondents strongly disagreed to be motivated by job promotion.

Reduce labour turn over; data in Table 4.10 show that 14 (17.1%) of the employees strongly agreed that job promotion reduced labour turnover, 10 (12.2%) of the respondents agreed, 18 (22.0%) were undecided, 16 (19.5%) disagreed and 24 (29.3%) strongly disagreed on the statement that job promotion reduced labour turnover. The data imply that a relative number of employees may not decide to leave their employment if they are promoted.

I feel appreciated for the work I do; the findings in Table 4.10 shows that 26 (31.7%) of the respondents strongly agreed that they felt appreciated when given promotion hence increasing their job performance while 28 (34.1%) agreed that promotion they receive make them feel appreciated in their job performance. 12 (14.6%) were neutral whereas 12 (14.6%) of the respondents disagreed on the statement that they feel appreciated when given promotion. 4 (4.9%) of all respondents strongly disagreed on the statement that promotion they receive made them feel appreciated in their office tasks.

These findings agree with Lugenge (2010) and Hossain & Hossain (2012) who pointed out that when there is effective accomplishment of goals, fair chances of promotion should be given to employees. Employees should be promoted with regard to their performance in the manner that will raise their morale and commitment to work. These findings imply that promotion strategies to employees are very poor because many employees are not promoted and if they are promoted, the promotion is not timely. The same results were obtained by Massawe (2011) who agreed that promotion to public employees is very low and is poorly timely conducted.

Furthermore, both right employees to be promoted and those who do not deserve promotion are promoted together. All these situations have made many employees to become de-motivated, the situation which has affected their general performance.

4.5 The Effect of Recognition on Employee Performance

To further establish the effect of employee motivation on job performance, an analysis of the effect of employee recognition on their job performance was done and Table 4.11 presents the findings.

Table 4.11: The Effect of Recognition on Employee Performance

S/no	Variables	SA		A		Undecided		Disagree		SD	
		F	%	F	%	F	F	%	F	%	F
1	Provides a sense of accomplishment	20	24.4	26	31.7	16	19.5	10	12.2	10	12.2
2	Makes employees feel valued for their work	14	17.1	38	46.3	12	14.6	16	19.5	2	2.4
3	Boosts individual employee engagement	18	22.0	42	51.2	10	12.2	8	9.8	4	4.9
4	Increase productivity and loyalty	14	17.1	26	31.7	18	22.0	24	29.3	-	-
5	Builds higher retention among employees	22	26.8	24	29.3	14	17.1	6	7.3	14	17.1

Source: Field data, 2021

Provides a sense of accomplishment: It is seen that in Table 4.11, 46 (56.1%) of the respondents fall into the agreement echelon, 20 (24.4%) fall into the disagreement category while 16 (19.5%) fall into the undecided category. This practically implies that majority of the respondents averagely agree that recognition employee motivation and subsequent job performance.

Makes employees feel valued for their work; the Table 4.11 revealed that, 52 (63.4%) of the respondents fall into the agreement echelon, 18 (21.9%) fall into the disagreement category while 12 (14.6%) fall into the undecided category. This practically implies that majority of the respondents agreed that employee recognition affect employee work values in in the fact that employees would feed valued for their work and thus being able to perform well.

Boosts individual employee engagement; similarly, it can be seen from the Table 4.11, that 60 (73.2%) of the respondents fall into the agreement echelon, 12 (14.7%) fall into the disagreement category while 10 (12.2%) fall into the undecided category. This implies that majority of the respondents agreed that collective employee recognition reward systems boost the individual employee engagement in organizational activities.

Increase productivity and loyalty; further, it can be seen from the Table 4.11, that 40 (48.8%) of the respondents fall into the agreement echelon, 24 (29.3%) fall into the disagreement category while 18 (22.0%) fall into the undecided category. This implies that majority of the respondents agreed that collective employee recognition reward systems increase productivity and loyalty of the employees.

Builds higher retention among employees, finally as seen from Table 4.11, 46 (56.1%) of the respondents fall into the agreement echelon, 20 (24.4%) fall into the disagreement category while 16 (19.5%) fall into the undecided category. This practically implies that majority of the respondents averagely agree that recognition of

employee builds higher retention among employee and hence sustaining organizational activities.

This study is in line with that of Bennel (2004) who found teaching as the employment of last resort among university graduates to the extent that its recognition has been considerably low. Dobre (2013) also found that recognition is very important factor in increasing employees' morale and hence improve their performance.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendation of the study. The summary and conclusion involve the salient issues found out in the study while the recommendations are ways proposed as a means of motivating employees hence increasing their job performance. The chapter also presents areas of further study.

5.2 Summary of the findings

The study intended investigate the effect of motivation on performance of employees in public service at Sumbawanga Regional Commissioners' Office. The objectives of research were to examine the effect of rewards on employee performance at RC-Rukwa office, examine the effect of promotion on employee performance at RC-Rukwa office and to examine the effect of recognition on employee performance in RC-RUKWA office.

Eighty-two respondents (82) of both sexes participated in the study. The research design used was case study and both qualitative and quantitative research approach were adopted. Furthermore, the data collection techniques included questionnaire, interview and documentary.

5.2.2 Summary of the Key Findings

In the context of this study, the following were the study findings, which enhanced the discussion.

5.2.2.1 The Effect of Rewards on Employee Performance

The findings proved that rewards affected employee performance in various factors. For example, 73.2% of respondents agreed that rewards were important motivational factor in enhancing better performance among employees.

It has been discovered that rewards are important in workers motivation because from the data obtained show that 29.3% of respondents agreed that it has positive effect on employees' loyalty to organizational objectives that help them to increase their job effort, thus why they perform well activities.

Findings found that most of employees 65.8% agreed to feel appreciated for the work they do when they are rewarded for good job done, so this reflect that most of employees could improve their job performance because rewarding them instill appreciation feelings.

Findings revealed that most of employees believe that, reward is one of things that encourage group cohesiveness within work environments. The data reveal that 29.3% of respondents agreed that group cohesiveness within the firm can be attained if workers are regularly rewarded.

It has also been discovered that rewarding employees leads to higher levels of productivity in an employee. This was revealed by 65.8% of the respondents, it therefore suggests that the performance of employee in terms of productivity is highly dependent on how organisations reward them.

Generally, the findings above indicated that presence of rewards as motivations to employee influenced them to engage effectively in performing various tasks leading to good job performance.

5.2.2.2 The Effect of Promotion on Employee Performance

The findings showed that 58.5% of the employees said that employee promotion, as a motivational incentive is important in improving employee performance as it helps in building up loyalty among employees. It is therefore important for organizations to regularly promote employees as a motivation strategy for better job performance.

This finding indicated that most employees felt that promotion was important among workers as it increases motivation among workers, because 43.9% of respondents agreed to be motivated when promoted, so absent of promotion to employees affects their good job performance.

The study indicated that the reduction labour turn-over is highly associated with employee promotion. This was observed among 29.3% of the participants. This study showed that most of employees 65.8% feel appreciated for the work they do when they are promoted. It is therefore noticed that promotion as motivation makes workers feel appreciated hence fostering effective job performance among them.

5.2.2.3 The Effect of Recognition on Employee Performance

The Research findings revealed that, employee recognition as a motivational factor provides a sense of accomplishment among workers and thus affecting their job performance.

Findings showed that recognition makes employees feel valued for their work. This was revealed by 63.4% of the respondents. It was therefore possible to argue that employers must always recognize efforts done by workers, as it will make more workers value their work.

The findings showed that 73.2% of respondents revealed that employees are motivated when they are recognized of their work. Such recognition boosts individual employee engagement in various tasks performed in an organization. Findings showed that 48.8% of respondents agreed that recognizing employee efforts increase productivity and loyalty among such employees. This makes easier for achievement of organizational goals.

Lastly the data revealed that 56.1% of participants agreed that recognition on the work done builds higher retention among employees. This is quite an important factor for sustainability of an organization.

Therefore, the study found that there are different motivation factors among rewards, promotion and recognition, which affect job performance among employees in Sumbawanga RC's Office. If employers would implement all such motivational factors, the employees would obvious perform better.

5.3 Conclusion

The purpose of the study was to investigate the effect of motivation on performance of employees in public service. Motivation is not a simple concept; rather, it pertains to various drives, desires, needs, wishes and other forces. Managers therefore motivate

by providing an environment that induces organizational members to contribute. Essentially, performance is a function of ability, the perception of the task required and effort. Performance accomplishment in turn is related to rewards and satisfaction. However, special motivational techniques include using money and other rewards considerations, encouraging participation and improving the quality of working life of individual employee. A well-compensated employee would be a performing employee not only that, the work environment also has a significant effect on employee performance.

For retaining good employees in the organization, it is very necessary to motivate them timely. A good work atmosphere and proper training are very necessary. There should be timely benefit and reward for the employees to encourage them to give their best in the organizational development and progress. These benefits can be given in the form of money, promotion or even in words of praise-all together can motivate an employee to work enthusiastically.

Based on the findings, this research concludes that, employers should look inward into their policy and administration, supervision, working conditions, interpersonal relations, salary, status, job security and performance life of their employee and ensure that they are designed to motivate employees and by so doing the organizational could improve performance. Generally, public employees are not satisfied with the motivations which are provided by the government. On the other hand, it has been indicated that lack of effective rewards, promotion and recognition as motivational incentives could adversely affect workers performance.

5.4 Implications of the Study

Based on the study findings, the following implications and recommendations were made:

5.4.1 Implications for Policy Makers

- (i) Since it has been discovered that employee motivation is very important aspect in improving employee performance, policy makers need to consider inducing various motivation schemes in policies governing employee incentive schemes.
- (ii) The government through the responsible ministry and other interested policy partners should work cooperatively to have common interest and goal on different aspects pertaining employees 'motivation in Tanzania.
- (iii) Government and other public institutions should contribute towards employee motivation by enacting clear policies and procedures to be guiding such exercises.
- (iv) Adequate and priority attention must be given to workers welfare, for sustainability and development of the public institutions. For productivity, efficiency, effectiveness, quality delivery and quality outcomes which will guarantee effective job performance among employees.

5.4.2 Implications for the Industry

- (i) Public Organizations should improve skills utilization of employees by allowing their ideas and reward best performance at the same time encourage those who fail to perform better.

- (ii) Based on public employee incentive strategies, public organizations should employ other strategies like allowing employee to fill that they have ownership of their jobs, recognition, and motivations through bonuses and incentives as well as creating good working environment.
- (iii) Public organisations should look at various ways of motivating employees instead of relying exclusively on salaries, bonuses or other monetary and non-monetary rewards to motivate the diverse work force.
- (iv) To motivate employees is to mount an adequate rewards, promotion and recognition. In this age of technological advancement, workers need to update themselves from time to time in order to acquaint themselves with the changes that are taking place, therefore, long and short-term training programmes are required for workers if they are to be happy.

5.4.3 Implications for Academics

- (i) It is recommended that other researchers and scholars can further conduct the studies geared to identifying the contribution of other motivational factors such as rewards, promotion and recognition. Further studies can also be done to assess how low educational levels among public workers affect their motivation and job performance.
- (ii) More works on motivation can also be conducted on the gender level. For example, anything that motivates women or ladies won't motivate men. So, a future research on different gender-based and motivation approaches is valuable.

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APPENDICES

Appendix 1: Introductory Letter

Dear Respondents.

RE: REQUEST TO PARTICIPATE IN RESEARCH.

My name is Fredson David.

I am currently a postgraduate student at The Open University of Tanzania pursuing a Masters of Human Resource Management (MHRM). As part of Master Degree requirement; I am required to conduct a research on my area of specialization. Therefore I am conducting a research titled “To investigate the effects of motivation to employee’s performance: A Case Study of Rukwa Regional Commissioner office.

I kindly ask you to accept and complete this questionnaire. The questions are based on motivational practice in your organization. Once more I ask you the correct answer basing on what you know or what you have observed and experienced in the organization. If you are part of the management team of the organization, respond on the basis of what you do as an individual or a team. The information you provide in this questionnaire will be taken care and treated with high level of confidentiality. You are therefore not required to provide your name but you’re required to provide name of your organization and your current designation. Data collected will only be used for academic purpose.

Please I gently request you to spare your time for about 20 minutes to complete this questionnaire to assist to meet the objective of the research. In case of any question, please do not hesitate to call or sms via 0768816807 or email me through davidfredson4527@gmail.com or fd.pg2017992356@pg.out.ac.tz

Yours honestly;

Fredson David

Appendix II: Questionnaire

General questions for employees at Rukwa Regional Commissioner Office.

INSTRUCTIONS:

- 1) Kindly fill this questionnaire appropriately.
- 2) Guiding instructions is provided initially in each section.
- 3) Use a pen to fill this questionnaire.

SECTION A

In this section please put a letter against the answer that best fits you.

1. Your department/position/title
.....
2. What is your sex?
 - a) Male
 - b) Female ()
3. What is your age?
 - a) 18-30
 - b) 31-45 ()
 - c) 46-60
 - d) 61+
4. Marital status?
 - a) Single
 - b) Married ()
 - c) Divorced
 - d) Widowed
5. What is your educational level?
 - e) Primary
 - f) Secondary (O-LEVEL) ()
 - g) Secondary(A-LEVEL)
 - h) Other (Specify)
6. What is your professional level?
 - a) Certificate
 - b) Diploma
 - c) First Degree ()
 - d) Second Degree
 - e) PHD
 - f) Others (Specify)
7. For how long have been working in your department?
 - a) Less than 2 years

- b) 2-5 years
 c) 5-10 years ()
 d) Above 10 years
8. In the past twelve months how often you received rewards for the good workdone.
 a) Once
 b) Two-four times
 c) More than four times
 d) Not at all
9. Have you been promoted in relation to your performance in the past two years.
 a) Yes
 b) No
 c) I don't remember

SECTION B

Please give the ratings based on your opinions using scale 1 to 5 by putting a tick in appropriate position

to the one of your think corresponds where by 5-Strong Agree,4-Agree,3-Neither Agree nor Disagree,2-Disagree,1-Strong Disagree

S/no	Variables	1	2	3	4	5
10	My employer has flexible approach to reward					
11	I work hard to meet targets because of motivational schemes					
12	I received higher level of reward for higher level of performance					
13	I'm motivated if given increased salary above and not commission based pay					
14	I feel fairly paid for the work i do					
15	I feel appreciated for the work i do					
16	I'm constantly involved on target setting for my department					
17	I'm constantly recognised when monthly expectations is exceeded					
18	The criteria for promotion is complicated					

APPENDIX III: Research Clearance Letter

THE OPEN UNIVERSITY OF TANZANIA

DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409
Dar es Salaam, Tanzania
<http://www.openuniversity.ac.tz>



Tel: 255-22-2668992/2668445
ext.2101
Fax: 255-22-2668759
E-mail: dpgs@out.ac.tz

Our Ref: PG2017992356

2nd February 2021

Regional Administrative Secretary (RAS),

Rukwa Region Office,

P.O.Box 128,

RUKWA.

RE: RESEARCH CLEARANCE

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1st March 1993 by public notice No.55 in the official Gazette. The Act was however replaced by the Open University of Tanzania Charter of 2005, which became operational on 1st January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you Mr. DAVID, Fredson Reg No: PG2017992356 pursuing Master of Human Resource Management (MHRM). We here by grant this clearance to conduct a research titled "The Effect of Motivation on Employee Performance: A Case Study of Rukwa Regional Commissioner's Office". He will collect his data at your area from 10th February 2021 to 10th April 2021.

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

Yours,

THE OPEN UNIVERSITY OF TANZANIA

Prof. Magreth Bushesha
DIRECTOR OF POSTGRADUATE STUDIES.

THE OPEN UNIVERSITY OF TANZANIA



STUDENT CLEARANCE FORM

FREDSON DAVID
 First Name Middle Name Last Name (as in Form IV Certificate)
 Reg. No: PG2017992356 Programme: MHRM Regional Center: RUKWA
 Gender: M Phone No: 0762816807 Date of Birth: 31/07/1983
 Citizenship: TANZANIAN Sponsor: PRIVATE Date of Graduation: 25/11/2021
 Address: P.O. BOX 255, SUMBANANGA. Country: TANZANIA.
 Email: fd.pg2017992356@pg.out.ac.tz Student Signature: [Signature]

To be signed as per the sequence below:

OFFICE	OFFICER IN CHARGE	ITEMS TO BE CLEARED	SIGNATURE	DATE
DRC	Dr. Adam Namamba	Student ID Collection, Library Services, etc.	<u>[Signature]</u>	15 NOV 2021 15/11/2021
Scan and Send to desofficeout@gmail.com To be handled by DES (All HQ Offices)				
HoD /Faculty		Completed Required Programme Units and Name Approved by Senate		
DFA	<u>Wiliwicki</u>	Proof of Payments of All University Fees	<u>[Signature]</u>	22/11/2021
DUGS/ PGS		Students Biodata are Correct and Complete in SARIS including Photo		

I certify that the above-named student is cleared/not cleared, and his/her certificate and transcript should be withheld/not withheld.

Signature (DES): Name: Date:

**Appendix IV: Research Clearance Letter from the Regional Administration and
Local Government office**

**THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT**

RUKWA: REGION
Telephone address: "REGCOM"
Phone: :025-/2802138/2802144
Fax No. (025) 2802217
E- mail: ras_rukwa@tamisemi.go.tz
E- mail: ras@rukwa.go.tz



Regional Commissioner's Office,
P.O.Box. 128,
SUMBAWANGA.

Re: No: CB. 190/227/01 "E"


16 February, 2021

Director of Post graduate Studies,
The Open University of Tanzania,
P.O. Box 23409
Dar es Salaam.

Re: RESEARCH CLEARANCE

Please refer your letter with reference No. Pg 2017 992 356 dated on 2nd February 2021 and Caption above.

2. Rukwa Regional Commissioner's office have accepted your Request for Mr-David, Fredson Reg. No. PG 2017992356 to conduct Research titled" The Effect of Motivation on Employee Performance. A case study of Rukwa Regional Commissioner's Office from 10th February 2021 to 10th April. Kindly Inform your student that Rukwa Regional Commissioner's Office will not be responsible for any cost Including shelter, food and transport.


Bernard M. Makali

REGIONAL ADMINISTRATIVE SECRETARY RUKWA

Copy: Assistant Administrative Secretary - For Supervision.

Administration and Human Resource

THE OPEN UNIVERSITY OF TANZANIA
FACULTY OF BUSINESS MANAGEMENT

BLACKBOOK COMMITTEE ENDORSEMENTFORM

Student's Name **FREDSON DAVID** Reg No. **Pg.2017992356** Signature *F.david*

Programme of study: **MHRM** Department ...**FBM** ...Phone no. **0768-816807**

Student's email address: *davidfredson4527@gmail.com* Research Title: **THE EFFECTS OF MOTIVATION ON
EMPLOYEE PERFORMANCE: A CASE OF RUKWA REGIONAL COMMISSIONER'S OFFICE**

1. Vetting Committee Member1

Comments (Endorsed/not endorsed) with reasons

External examiners comments were accommodated accordingly.

Checked by...: Dr Nasra Kara Signature:



Date: 8/7/22

2. Vetting Committee Member 2

Comments (Endorsed/not endorsed) with reasons

Candidate has incorporated well the comments given by examiners therefore he can proceed to bind the
document.....

.....

.....

Checked by Dr. Sophia Mbura..... Signature... *S Mbura* Date ...7/7/2022.....

Approved by HoD/Dean: Approved/Not approvedSignature: Date

Any comment?

.....

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THE OPEN UNIVERSITY OF TANZANIA
FACULTY OF BUSINESS MANAGEMENT

BLACKBOOK COMMITTEE ENDORSEMENT FORM

Student's Name FREDSON DAVID Reg No. B2017992356 Signature [Signature]
 Programme of study: MARK Department FBM Phone no. 0768-816807
 Student's email address Davidfredson432@gmail.com Research Title:
THE EFFECTS OF MOTIVATION ON EMPLOYEES
PERFORMANCE: A CASE OF RUKWA REGIONAL COMMISSIONERS
OFFICE.

1. Vetting Committee Member 1

Comments (Endorsed/not endorsed) with reasons

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Checked by..... Signature..... Date

2. Vetting Committee Member 2

Comments (Endorsed/not endorsed) with reasons

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Checked by..... Signature..... Date

Approved by HoD/Dean: Approved/Not approved Signature: Date

Any comment?

"THE EFFECTS OF MOTIVATION ON EMPLOYEE'S PERFORMANCE: A CASE OF RUKWA REGIONAL COMMISSIONER'S OFFICE"

COMMENTS

FREDSON DAVID

(i) **Abstract:** The abstract has some problems it needs correction. SPSS is a computer program, in it there are several statistical techniques, so, what is required is to state specifically which statistical technics were used to analyze data.

(ii) The background of the study

The background of the study is good but it has a very serious shortfall that it is based on very old literature. The candidate is advised to find very recent literature. There is a lot in the development of literature on how motivation as a factor influences employee's performance.

(iii) The statement of the problem

The statement of the problem is rather weak. In fact, it requires inputs from the empirical studies, in order to make it strong.

(iv) **Study objectives:** The objectives and research questions are well framed.

(v) **Scope of the Study is not well explained.**

(vi) Literature Review

- First point is that the dissertation report is rather disorganized. The *Literature Review* chapter should start on the fresh page.
- The content given by the literature review chapter is satisfactory.
- The **Herzberg Two factor theory** is quite an interesting theory that guide this research study.
- **The Literature on empirical studies is good.**

- (vii) **Research Gap**
The Research gap is somehow not well written; It seems that the candidate has failed to articulate well issues from the literature on empirical studies.
- (viii) **Conceptual framework of the study**
The set-up of the conceptual framework of the study should be slightly modified by adding more indicator variables on both the extrinsic and intrinsic motivations as the main constructs.
- (ix) **Methodology**
 - The Methodology chapter miss important sections on Validity and Reliability.
- (x) **Research Findings**
 - Data analysis in chapter four is too simple. By nature of this research study it needed a more robust methodology of analyzing data.
- (x) **Chapter five** is a concluding chapter and the normal standard heading for the chapter should be *Summary of Findings Conclusions and Recommendations*
 - First comment is that an important section on Implications of the Results is missing: This section should include *Implications for Policy Makers, Implications for the Industry and Implications for Academics* in terms of development of theory
 - Second comment is that section on **Conclusion** is shallow. The candidate should expand it by discussing the conclusions based on each specific objective.
 - Third comment is that **Limitations of the Study** section is also missing.
- (xi) **References**
The References section is well set.