

**THE EFFECT OF MOTIVATION ON EMPLOYEES PERFORMANCE IN
RURAL SECONDARY SCHOOLS: A CASE STUDY OF RORYA DISTRICT,
TANZANIA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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CERTIFICATION

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania, a dissertation entitled: **“The Effect of Motivation On Employees Performance in Rural Secondary Schools: A Case Study of Rorya District, Tanzania”**, in partial fulfillment of the Requirements for the Degree of Master of Human Resource Management of the Open University of Tanzania.

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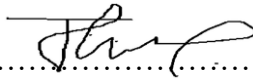
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I, **Jumanne Charles Obogo**, declare that, the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby submitted in partial fulfillment for the Degree of Masters of Human Resource Management of the Open University of Tanzania.



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Signature

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Date

DEDICATION

This dissertation is with lots of love and appreciation dedicated to my beloved wife Tabitha Masero Yoram, my daughters Nyangi and Matinde, my sons Marwa and Maswega, my parents Anna Charles Obogo and the late my beloved father Charles M. Obogo. Further my deep appreciation goes to my employer, the District Executive Director (DED) Mr, Charles K. Chacha, for the permission to attend to my studies, District Human Resource Officer (DHRO) Mr, Nuhu Mpambansi, friends Paxton Marwa and all those who in one way or another contributed to completion of this Dissertation. Without you, I would not have made it. Again, with a lot of appreciation I wish to dedicate this work to Mr. Charles K. Chacha who always prayed for my successes. To my family and friends who have been my pillars and anchor in every step of my life this success is sincerely yours!

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ABSTRACT

This study examined the effect of motivation on employees' performance with special reference to Rorya District Council in Musoma Tanzania. There has various performance for rural secondary school compared to urban secondary school in Rorya District Council. The challenge of performance can be the results of environment, marginalization areas where there is low supply of social services like electricity water etc, under staffing or lack of special consideration. Evidence from school like Nyabiwi, Bukura and Bukwe compared to Nyanduga ,Katuru and Kowak had shown that there had been difference between Urban school and rural secondary school in Rorya District Council (NECTA, 2017-2020) .The results of this study showed that, increase of motivation has led to the increase of employee's performance whereby 56.2% of the respondents agreed that promotion had increased performance, 67.1% of the respondents agreed that recognition has increased performance. Further, 71% of the respondents agreed that benefits increased employee performance, and 74.4% of the respondents agreed that rewards increased employee performance respectively. This situation insists on increasing attention to employee's motivation practice in order to improve employee performance. The findings recommend enhancement of current motivation package by independent variables such as promotion, recognition, reward and support for carrier achievement so as they might increase employees' performance.

Keywords: *Employees motivation, employees' performance, rural secondary schools*

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LIST OF ABBREVIATIONS

Ag. DHRO	Acting District Human Resource Officer
CVI	Content Validity Index
DAS	District Administrative Secretary
DED	District Executive Director
DSEAO	District Secondary Educational Academic Officer
DSEO	District Secondary Educational Officer
HDM	Headmistress
HM	Headmaster
HR	Human resource
MEK	Management Education Coordinate
NECTA	The National Examinations Council of Tanzania
QA	Quality Assurance
SB	School Members Board
SPSS	Statistical Packages for Social Sciences.
TSC	Teachers Service Commission
TU	Teachers Union

CHAPTER ONE

INTRODUCTION

1.1 Overview

This study examined the effect of motivation on employees' performance. Chapter one provides the background of the study, statement of the problem, objective of the study, research questions, significance of the study, the scope of the study and organization of the study.

1.2 Background to the Study

The motivation of employees plays an important role in transforming an organization or an institution. Thus, it is necessary for both employers and employees to make decisions on identifying the needs and concerns of their team members and further understand what drives them to be more productive (Rodriguez, 2015). Motivation is the major physical and psychological factor that affects productivity. Richard & Aquilino (2016) argue that, the process of achieving high productivity is a result of interacting forces. According to Rumbley (2014), teaching process conducted worldwide has some common challenges such as; political stress, work load and infrastructure insufficiency. Moreover, their performance in terms of returns growth is facing internal and external working challenges. Many challenges which can cause results to be poor in schools. They include; shortage of teaching and learning materials, low salaries, unvalued, harassment, lack of recognition for teachers, poor leadership for trade union, poor provision pension funds and poor security in the working condition.

Employee motivation is the greatest asset to the organization for significant higher performance. Motivation of employees can affect the performance of employees which in turn can affect work, goodwill and reputation of the organization (Rice, 2015).

Most institutions and organizations, rightfully, prohibit harassment and discrimination regarding motivating employees. Financial motivation for employees also needs to be consistent for all workers. In addition, there are typically rules written, as a code of ethics, in organizations, so that both managers and staff may profit from guiding principles. Top management, ultimately, wants to enhance profits, but to do so must find ways to improve employee performance. Likewise, employees are interested in getting financial rewards, in order to do their best. Both depend on reaching goals by sustaining a good work atmosphere, where everyone's needs can be met. According to Ahmed et al., (2021), there is even more to consider like the performance of an organization including its effect on the environment.

In 2020, District Executive Director's Office in Rorya District established recognition for Rorya District Secondary. The District Executive Director (DED) and other leaders including District Education Officer (DSEO) motivated and recognized the best schools to be provided with certificate of appreciation. The Government of Tanzania implements responsibility allowances for the education officers; Headmasters who receives 250,000.00 Tanzanian shillings (Tshs) monthly, Ward Education Officers (WEO) Tshs 250,000/= and Head teachers receives Tshs 200,

000/= Despite these initiatives the District still experiencing job dissatisfaction among teachers in rural areas. This situation has necessitated this study so as to assess the effect of motivation on employee performance in Secondary schools.

1.3 Statement of the Problem

The employee's intrinsic and extrinsic motivation at Rorya District Council has not been well addressed in the areas of rewards, promotion, and recognition and benefits point of view. Guided by the various public service laws, rules and regulations on employees' benefits, employers are required to provide motivations to their employees after they have been satisfied by certain standards or criterion like the Open Performance Appraisals the Public Service Act No. 8 of 2002. However, this is contrary in Rorya District Council where majority of employees have not been paid House allowances, sick leave, Salary, pension benefits and transport allowance. Rorya District Council Strategic Plans show that, between 2015-2020, challenges like Poor performance in education, conducive environment that facilitates their productivity have been a problem in Rorya Secondary Schools and this has affected performance. For example, between 2017 and 2020, 53.09 % of Rorya District Council employees were promoted, 43.31 % in 2018 were promoted, 44.13% in 2019 were promoted and in 2020 employees were not promoted. On the part of rewards; in 2017, 0.354% were rewarded, in 2018, 0.442% were rewarded, in 2019, 0.53% were rewarded and in 2020, 0.176% were also rewarded. With the part of recognition; in 2017 there was no any recognition. In 2018, 1.33% were recognized while in 2019, 26.1% were recognised and in 2020, there was no recognition.

Consequently, between 2017 and 2020 a total of 0.71% employees were given their benefits in various categories such as; transport allowances, housing allowances, communication allowances, electricity allowances, leaves and maternity leaves and some have been attending the Workers' Day every year where they have been receiving fringe benefits (District Executive Director Office, 2017-2020). Generally speaking, the employees' full motivation in terms of promotion, reward, recognition and benefit have not been well addressed since the figure is still very low compared to the total number of employees in the District. This situation has necessitated this study which assessed the effect of motivation on employee performance in Secondary schools.

1.4 Research Objectives

1.4.1 General Objective of the Study

The general objective of the study was to assess the effect of motivation on employee performance in Secondary schools in Rorya District Tanzania.

1.4.2 Specific Objectives

The specific objectives were as follows:

- i) To determine the effect of the employee rewards in Secondary School Performance in Rorya District;
- ii) To examine the effect of employee recognition in Secondary School Performance in Rorya District;
- iii) To examine the effect of employee benefit in Secondary School Performance in Rorya District; and

- iv) To determine the relationship between employee promotion and the school performance in Secondary School in Rorya District.

1.5 Specific Question

The study was guided by the following research questions:

- i) How employee rewards did affect the secondary school performance in Rorya District?
- ii) How employee recognition did affect secondary school performance in Rorya District?
- iii) What were the effects of employee benefits on school performance in Rorya District?
- iv) Were there any relationships between employee promotion and the school performance?

1.6 Significance of the Study

The study is significant in the sense that it would add knowledge nationally and globally as far as motivation and performance of employee are concerned. The study would help in formulating managerial and government policies on public services as far as motivation and performance are concerned. This study would also lay a foundation for other researchers interested in this subject or related ones. Furthermore, the study would help political decisions regarding status of teacher's performance and thus assist them in implementing various laws, rules and regulations in the area of public service pay and incentive policy for greater positive effect on employee's performance.

1.7 Scope of the Study

The study was conducted at Rorya District in Mara Region, Tanzania. It involved stakeholders such as; educational officers, academic staffs, ward executive officers, secondary school headmasters/mistresses, teaching staffs and other educational officials.

1.8 Organization of the Research

This study is divided into six chapters as per research design. Chapter one encompasses the introduction of the study, background to the study, general and specific research objectives, research questions, the imperativeness of the study and the limitation of the study. Chapter two is on literature which examined empirical studies and theoretical underpinnings relevant to the study. Chapter three provides the research methods that have been used in this study and the research ethics that guided the study. Chapter four is on research presents and discusses data collected. Chapter five is on presents the summary, conclusions and recommendations of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

This chapter provides conceptual definitions used in the study, the empirical analysis of relevant studies, the critical review of theories underpinning this study whereby goal setting theory has been used, the research gap which provides the uniqueness of the study and definitions of conceptual framework

2.2 Conceptual Definitions

2.2.1 Organization/ Institution

Means a systematically organized collection of people, with a common goal and identity associated with an external environment, like a business entity or a government department. It is often misconstrued with the **institution**, which encompasses an entity, with a high degree of sustainability, which can be seen as an indispensable part of the large society or community (Surbhi, 2020).

The term institution is commonly used for the place of knowledge, i.e. an entity which delivers information or imparts education to those who need it. On the other hand, an organization can be any entity established to fulfil the commercial, social, political or some other purpose (Surbhi, 2020).

2.2.2 Motivation

The word 'motivation' is derived from the Latin 'movere,' which means to move (Pak

et al., 2019). Motivation is the key to the success of an organization so as to maintain efficient work continuity and help the organization survive (Omolo, 2015).

2.2.3 Performance

Is the ability of a company to achieve goals, i.e. meet expectations, and is therefore influenced by results and by the corresponding goal setting?

2.2.4 Employee Performance

Employee performance is how a member of staff fulfils the duties of their role, completes required tasks and behaves in the workplace. Measurements of performance include the quality, quantity and efficiency of work (Dewydar, 2015).

2.2.5 Rural Secondary Schools

There is no single definition of rural area. However, many definitions tend to identify rural areas as having low population densities and unique economic and social conditions. Sandra et al. (2020) and Sher (2017) state that rural schools have recognizable tendencies, such as: less specialization, less equipment and less bureaucracy than schools in non-rural sites. As stated earlier, Tanzania rural secondary schools are generally those schools located in rural areas and they are geographically and socially isolated. But in reality, Tanzania as a developing country, many of its secondary schools both in urban, semi-urban and rural areas are subjected to basic problem as already mention above.

2.2.6 Employee Motivation

According to Kuranchie-Mensah and Amponsah-Tawiah (2016), employee

motivation is a sensitive matter, so steps are needed to determine good motivation to assist employees in achieving their performance. Several previous researchers have proven a positive and significant effect of motivation on employee performance (Kuswati, 2020). In the globalization stage, each organization needs to continue itself in a furiously focused market. Representatives are the fundamental elements to show the business objectives into the real world. Subsequently, in the present world each association attempts to deal with its human asset office so as to keep its representatives inspired. Business work or their presentation in the market can be assessed by surveying the degree of inspiration of representatives. Inspiration can assume a lead job to get the expert achievement in each budgetary year in a less exertion way (Jain, 2019).

2.2.7 Employee Performance

One important thing in sustaining employee performance is motivation. So according to Kahunya (2016), employee performance is closely related to the results of one's work in an organization or a company. Furthermore, due to the good performance as employee is intended to perform well and expects an upward movement from the present position to another one with increased responsibilities, pay, status and prestige. (Venkatesh, 2006);Hasibuan 2017). Employee performance is the result of a combination of ability, effort and opportunity. Thus, performance is a result of work achieved by a person in carrying out his duties in accordance with his expertise, experience, and sincerity in carrying out a task (Wardan, *et al*,2020). In this study the term employee's performance has been used to describes and promote employees to the accomplishment of organizational goals efficiently and effectiveness.

2.3 Motivational Theories

There are two prominent motivational theories which explain conceptually the relationship between motivation and performance, i.e. Herzberg & Maslow's need hierarchy. Both Google and Virgin Atlantic have been using these conceptual frameworks as a guideline for creating their motivational techniques and policies (Dudovsky, 2012; Martin, 2012).

2.3.1 Abraham Maslow's Hierarchy of Needs Theory

Abraham Maslow's (1908-1970) was an American psychologist who conducted extensive academic research on motivation, with several notable publications including motivation and personality. As such and given its wide popularity, it was logical to choose Maslow's theory for this research as the basis for a critical exploration of motivational need in Rorya District. Maslow's argued that people are motivated by a series of five universal needs ranked in a hierarchical manner. The basic needs were classified as physiological, safety, belonging, and love, esteem and self-actualization needs (Ndungu, 2017).

Physiological necessities as indicated by Maslow (1970) are the essential requirements for survival and esteem to be the most reduced level needs. These requirements included needs like; food, water and housing. Safety in the following level in the progressive system was named; as wellbeing needs, the scan for shield, security, solidness, reliance, insurance, flexibility from hesitation, dread and disorder and a requirement for structure, request and law. In the work setting, this need converts into requirement for no less than negligible level of business security and

the affirmation that could not be rejected or sacked on insignificant issues and that proper levels of exertion and efficiency would guarantee continuity of the business.

Strengths of Maslow Motivation theory is its straightforwardness and consistency. It is good with the financial hypothesis of interest. The hypothesis clarifies why a man carries on contrastingly in two comparable circumstances. It gives an understanding into what is basic to all and finally it stretches out to all region of human life and it is not restricted to work circumstance alone.

Weaknesses of Maslow's Need Hierarchy Necessities are by all account not the only determinant of conduct. There are other propelling variables like recognitions, desires and encounters. The chain of importance of necessities is not generally settled. Distinctive individuals may have diverse requests. The hypothesis does not perceive singular contrasts. People contrast in the relative power of their diverse needs. The model gives a misrepresentation of human needs and inspiration. Further, the hypothesis depends on a generally little specimen. It is a clinically inferred hypothesis and its unit of investigation is the person. At long last there is no certain proof that once a need is fulfilled it loses its propelling power.

Through this theory the researcher will apply it to enhance employee performance simply because it would prompt a main thrust of the next need. Individuals need to fulfill physiological needs first which go about as essential motivators, in which people at that point climb the pecking order to fulfill their wellbeing needs, confidence and lastly look for self-actualization. This overwhelms a person's conduct

particularly among administrative personnel. Maslow gave that in order for employee to be gainful, as people ought to be happy with these requirements and in case there is inability to meet authoritative objectives. Anyway, in the present circumstance, most people need to land positions to make them certain about day by day bread, addressing their necessities as much as a superior future with advancements and utilization of ability. Teachers would likewise be increasingly spurred whenever given opportunity and capacity to complete their undertakings in order to give claim results (Maslow, 1954).

2.3.2 Hygiene Theory (Herzberg 1968)

The two-factor theory was developed by Frederick Herzberg which is also known as motivation/hygiene theory. It is a widely-accepted theory in the research field of motivation and related topics (Haque et al, 2014). As per his theory, there are two categories of motivating factors;

- a) Non-monetary factors which are termed as hygiene motivating factors by the author. For example, individual satisfaction, appreciation and acceptance.
- b) Monetary factors were categorized under the second dimension which would motivate employees for example, wages, incentives etc. The following diagram illustrates the Herzberg two-factor theory and various motivating factors. Variables prompting work disappointment are called cleanliness or dissatisfies, and they incorporate organization arrangement and organization, specialized supervision, relational relationships with bosses and companions, pay, job stability, conditions at work and status; (Sinclair, 2018).

Strengths of Herzberg's Motivation Hygiene is that it has awesome commitment to the effect of worker inspiration on association execution since it plots the sparks that can spur representativeness at working environment in this manner respecting association execution. The hypothesis on the other hand indicates what are the terrible sentiments that when representative's involvement with working environment demotivate them accordingly help bosses to be firmly enough in guaranteeing that whatever is done to their workers will expand their inspiration rate toward the end so as to increase authoritative execution.

The researcher chooses this theory simply because its hypothesis clarifies that teachers fundamentally ascribe their disappointments to the environment in which they work, or conditions that encompass the doings of the job (Thoonen et al., 2015). This is called the Hygiene factor. This ought to be constantly kept up on the grounds that teachers are never totally satisfied. Armstrong (2010) and Bhattacharyya (2009) assert that hygiene motivation is intrinsic in nature and these include pay, work conditions, company policy, and supervision, job security and relationships between an employee motivation and employee performance.

Armstrong (2010) argued that hygiene aspects give a description of work atmosphere and not the work in particular. Herzberg (2003) is of the view that workers ought to pay focus on the job in particular rather than on its conditions for high productivity and organizational effectiveness. Tuckman (2017) noticed that when the cleanliness factors are extremely low, teachers are disappointed. In any case, when cleanliness factors are met, teachers are not disappointed, however it doesn't really imply that

they are fulfilled or roused to work. The equivalent goes for the motivator factors. At the point when motivators are met, teachers are fulfilled prompting better performance. In the event that the motivation- cleanliness hypothesis holds, the management not exclusively should give cleanliness elements to maintain a strategic distance from teacher disappointment, yet in addition it must give factors natural for the job itself with the end goal for teachers to be happy with their jobs.

In his theory, Fredrick Herzberg mentioned that employees would not be satisfied just by meeting their lower-level needs. Indeed, gaining basic benefits and salaries, and having an appropriate working environment would not essentially make the staffs delighted and happy with their jobs. Therefore, focusing on his theory, employees attempt to find higher needs level fulfillment referring to their psychological minds like appreciation, improvement, and higher accountability. This theory also implies to job improvement and tries to plan the tasks to develop opportunities for personal success, individual growth and recognition, and challenge (Herzberg, 1966).

2.4 Empirical Literature Review

Scholars see the concept of motivation differently. According to Armstrong (2012), motivation is concerned with the strength and direction of behavior and the factors that influence people to behave in certain ways. Motivation is, therefore, a concept that is driven by desires and needs that should be satisfied. It means that employees in the workplace are encouraged to deliver a given task when their needs are satisfied. Managers should have an adequate understanding of the importance of

motivation, thereby enhancing employee retention and strengthening positive behavior to increase organizational output. This is because when employees are well motivated, they render services effectively for maximum output. Various studies have explored the concept of staff recognition and rewards programs and the effects they have on employees' performances.

The findings in this area, however, are not consistent. For example, several studies have found a positive relationship between the two variables. Others report on linkages between employee's motivation and employee's performance while others found a negative association between these two variables.

2.5 Motivation on Employee

Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (Shadare et al, 2009). Employee motivation is a greatest asset to the organization for significantly higher performance. Motivation of employees can affect the performance of employees which in turn can affect the business, goodwill and reputation of the organization (Rice, 2015). Jensen (2018) highlight the important role that leaders play in motivating their employees to achieve outstanding performance. As per the study of Breugh et al., (2018) employee motivation can be of two types. First type is extrinsic and the other one is intrinsic motivation. People who have extrinsic motivation are the one who are never interested in doing any kind of odd jobs, but they get ready just for the sake of getting some extra incentives such as wages or promotion, some praises and appreciations (Larsson et al., 2018). Whereas people

with intrinsic motivation are internally motivated or are self-motivated people, and for them to perform their job well they just don't need extra praise wage or any other rewards.

Motivation is based on giving people combination of rewards. It must be noted that the above case studies were conducted in various parts of world including other parts of Tanzania and not in Rorya District. The current research investigated if punctuality motivation can affect performance in Rorya District.

2.5.1 Employee Performance

Employee performance is closely related to the results of one's work in an organization or a company. In India, according to Zahid (2013), organizational performance is extensively determined by training offered to the employees. His study shows that performance of an organization depends on the employee commitment, which in turn relies on the HR policy of training activities. According to Hafiza et al., (2011), there are several factors that can affect employee performance like training and development opportunities, working conditions, worker-employer relationship, job security and company over all policies and procedures for rewarding employees.

In Malaysia, Al-Mzaryet *al.*, (2015) show that there is positive attitude towards training needs identification through those who develop training programs, design the training programs and the selection of employees to take part in the training. The results of the work can involve quality, quantity, and timeliness, but performance

evaluation in a company's organization is key in employee development. Performance evaluation is in principle a manifestation of an employee's performance appraisal form (Irfansyah, 2020). Some evidences showed that HR management plays an important role for retaining the existing high-quality work force. Different studies regarding the practices of HR management have revealed that absenteeism and turn over can be reduced which ultimately increase the quality work and with high performance with the help of good practices of HR. (Guest et al., 2017). It is also suggested that there is an important role in employee retention by the HR management. This was done in Igunga District Council Hospital and not in Rorya. However, the current study has investigated if the employee performance as far as teachers are concerned could affect Rorya District education sector.

2.5.2 Employees Rewards

Organizations should, therefore, provide the context within which high levels of motivation can be achieved by providing incentives and rewards, a satisfying work environment and opportunities for learning and growth (Ogbogu, 2017). Moreover, it found and Development, Reward and Recognition, and Delegation of Authority has significant impact on performance of employee (Bao & Nizam, 2015). Some employees of school prefer the financial rewards and others are nonfinancial rewards that opportunity to take an important tasks and projects, attention and encouragement of leadership. In this way, employees feel that they are being valued by the employers and also feel that the company is seriously involved in employee's career and development. So, these rewards contribute to improve the satisfaction level of workers (Dewhurst, 2010). Saad (2018) found out that appraisal and rewards have an

important influence on the motivational degree and work standard of workers. Another finding is that the financial factor is vital in affecting the overall employees' motivation. Nevertheless, several researches have been conducted on employee's motivation. For example; Rajkumar (2015) in his research studies regarding the impact of rewards and recognition on employee motivation put focus on the reward and recognition variables in relation to their impacts on employees' motivation but not towards employee performance as the study alludes to the fact that employees with no awards tend to be less motivated (Rajkumar, 2015).

2.5.3 Employee Recognition

Recognition is appreciation to the employees for their effort to accomplish the desired goal of the organization or assigned responsibilities (Baskar & Prakash, 2015). So, these rewards contribute to improve the satisfaction level of workers (Dewhurst, 2010). Also, he adds the view that, recognition is one of the biggest motivators for employees (Baskar & Prakash, 2015). According to Punke (2013), recognition programs should be balanced between performance-based and value-based initiatives, but the programs should be comprised of three methods: formal, informal and day-to-day recognition. Day-to-day recognition is a type of recognition practices that are frequent (daily or weekly), low or no cost, often intangible and often reliant on interpersonal skills for positive feedback that can be given to all employees (World at Work Report, 2011).

According to Anku-Tsede & Kutin (2013) in their study also provided that the African worker is more interested in financial reward and may not be affected by the

absence of nonfinancial reward. However, Management of Ghanaian universities have long expunged the erroneous belief that highly motivated employees are those who have received financial rewards in a form of high salary and other benefits.

Employee recognition here is when employer values their employees as a positive recognition happens when employees receive praise or rewards for reaching specific goals at their job, or when they produce high quality work while negative recognition at work includes criticism and blame for the job done. On other hand, recognition goes with appreciation and together with value employees. In 2020 District Executive Director (DED) awarded Kowak girls' Secondary schools a certificate and trophy as a reward through that teachers and schools management were really motivated as well as notable changes that were seen through understanding, apprehension, cognizance, official approval, certification, accreditation, endorsement, sanctioning, validation, ratification (Source; 2018-2020 Rorya DSEO Office). On other hand recognition is the way of motivation when you appreciate and value employees through that employee tend to raises the morale for working and to increases profitability. The situations of recognition process employees can make permanent memory and hope concerning that appreciation that enables employees to increases the morale in their workplace. However, cross team collaboration is a method that many administrations are embracing or starting to. It is essentially a group of people from different areas of expertise working together to achieve a common goal. This can include individuals from different departments, levels of organization, and different offices. According to PwC's 2019 Global Crisis Survey it was found out that three-quarters of those in a better place post-crisis strongly

recognize the importance of establishing facts accurately during the crisis. The main focus of this factor or variable is to discuss the perspective of the team collaboration and its impact on organizational performance and success.

2.5.4 Employee Promotion

Employee promotion refers to upward movement of an employee from the present position to another one with increased responsibilities, pay, status and prestige (Venkatesh, 2006). Worldwide the question of promotion is an important motivational tool as it can reduce employee's discontent, conflict and unrest. Promotion also increases the effectiveness of organizational employees through assignment of suitable positions.

In the United States of America and United Kingdom, promotion is effectively undertaken through the base of seniority (Bhattacharyya, 2002). According to Boit (2013), through the study undertaken in Moi University Eldoret Municipality in Kenya it was noted that promotion opportunity had a significant relationship with non-teaching staff career change intention. The findings also pointed out that non-teaching staff considered promotion opportunity as the critical indicator of their perception of job satisfaction. He concludes that promotion opportunity as perceived by non-teaching staff had a higher effect on career change intention. In Ethiopia, Helen (2015) has found out that lack of promotion opportunity had a negative and significant effect on job satisfaction. Similarly, Hailu (2013) has also found out that employees were not satisfied with selected human resource practice including the promotion practice and further it was pointed out that promotion is a strong predictor

of job satisfaction. Among the factors, promotion can be the major one that highly influences the job satisfaction of employee because of its direct tie with higher benefits and greater responsibilities or powers.

The Zanzibar Government enacted the Employment Act No.11 of 2005 to provide for statutory regulation of employment in public and private sectors (Civil Service Commission, 1986). Zanzibar General Order (GO) 1990 section 27 and section 46 to 53 were also established to provide organizational employers with obligation to promote and provide annual increment to their respective employees.

According to Armstrong (2018), reward and promotion management processes are concerned with the design, implementation, and maintenance of reward and promotions systems geared to the improvement of the organizational, team, and individual performance.

2.5.5 Employee Benefits

In Christoph, (2016) view, employee benefits and organizational performance is becoming more important because some researchers have examined the relationship between them and found out that there are inseparable. Further it is important to note that the relationship between employee benefits, motivation and productivity are very important in institution development and sustainability. Arnold (2015) regarded retirement benefits and rewards as a helpful tool to develop employee's job satisfaction. His research confirmed contribution of effective opportunities to learning and development which also enhances employee retention. The drawbacks

associated with absence of non-financial rewards could be job turnover of talented employees who look for place where there are high chances of growth and professional training.

Training has various benefits in an organization (Qureshi,2016). These include; improving employees' morale, job satisfaction and encouraging employees to stay longer in the organization. Motivated employees are also less likely to be absent from work, make more errors and require more supervision at their workstation. This leads to cost reduction for the organization. Training also leads to improved chances of career development for the employees through promotion as they have acquired additional skills. This becomes a benefit to the organization, as it is able to retain the well-trained employees (Onyango & Wanyoike, 2014). Employees on the other hand enjoy extrinsic and intrinsic rewards associated with skill development and performance improvement.

2.6 Research Gap

Baskar (2014) has noted that many studies have been conducted on motivation worldwide. In most of researched studies that have been done, focus was placed on the impacts of rewards, recognitions, promotions and benefits on employees' motivation but not on the impacts or effects of employees' motivation on school performance in secondary schools. Certo (2016) described motivation as giving people incentives that cause them to act in desired ways. Motivation has also been described as the process of arousing and sustaining goal-directed behavior (Nelson, 2013). This study takes a different path in examining the effect of employees'

motivation on organizational performance specifically at Rorya District Council Secondary education. The reviewed literature also shows that many studies have been conducted at the organizational level, especially trying to find out the effects of motivation on employee performance, productivity and profitability.

2.7 Conceptual Framework

The model below illustrates some of the motivating factors which affect employee's performance. These factors form the independent variables of the study and will be manipulated to positivity or negatively so as to ascertain how they affect the dependent variable, which is employee performance. These inter dependence have been broadly covered in the literature review.

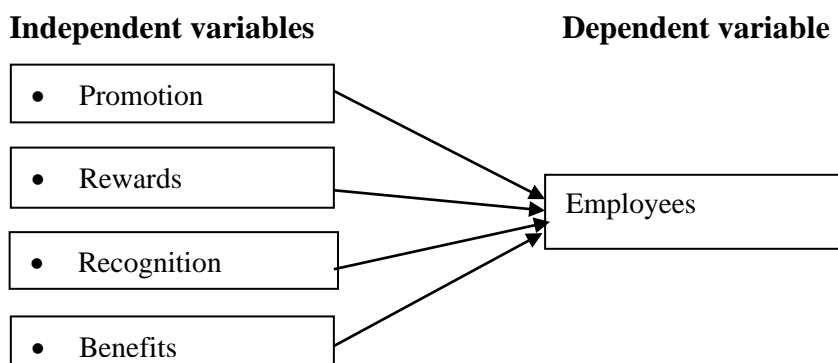


Figure 2.1: Conceptual Framework

Source: Researcher (2021)

Motivation to employee is derived from rewarding and recognition and employee promotion. Work motivation largely depends on the craving to boost the effectiveness and efficiency in production. While researchers, for instance, Taylor (1911) relied on extrinsic rewards to motivate higher performance, other behavioral theorists focused on intrinsic rewards to boost performance (Kanfer et al., 2017).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter describes the research design of the study, study population, sampling design and methods, sample size, data source and data collection instruments and the data processing and analysis that were used in the study (Kothari, 2004).

3.2 Research Design

According to Baran and Jones, (2016) research design refers to the plan of action that links the philosophical assumptions to specific methods. It includes experimental research, survey, ethnography, explanatory, descriptive and action.

In order to collect as much data as possible a combination of research designs was used such as cross-sectional survey design. The cross-sectional research design enabled the researcher to collect data from the study area at particular point of the time within a short period of time. Descriptive research design was used in order to ascertain and be able to describe various characteristics of variables in the study.

3.3 Area of the Study

The study was conducted at Rorya District in Mara Region, in the North-West of Tanzania which lies between latitudes 10.00'' - 10.45'' S and longitudes 33030' – 350 00' E. There are 2 ecological zones, the midland and the lowlands.

3.4 Study Population

The population of the study included all the 568-academic staff, Administrative staff & Management staff of Rorya District Council since all of them involved in the teaching and research related activities which are components of Employee performance as Summarized below.

Table 3.1: Population

Category of respondent	Target population
District Secondary Education officer	01
Headmasters/Headmistress	40
District Secondary Academician Officers	02
Management Education Coordinate	26
Teachers	478
Teachers service commission	02
School board members	12
Director executive District	01
Quality assurer	04
Teachers Union	01
District Administrative Secretary	01
Total	568

Source: Rorya DSEO Office (2021)

3.4.1 Sample Size

A sample is a small part selected from a large unit or entity. In selecting a sample, caution must be taken because it is possible to introduce biases in the process (Baradyana, 2007). On the other hand, the sample is a subset of the population to which the researcher intends to generalize the results (Dhivyadeepa, 2015). The respondents were sampled by using Taro Yamane sample size calculator. The sample size of 235 respondents was used to generalize the entire population by using Taro Yamane size formula to calculate the sample size.

Table 3.2: Sampling framework

Category of Respondent	Target Population	Sample size
District Secondary Education officer	01	01
Headmasters/Headmistress	40	20
District Secondary Academician Officers	02	02
Management Education Coordinate (MEK)	26	20
Teachers	478	179
Teachers service commission	02	02
School board members	12	06
Director executive District	01	01
Quality assurer	04	02
Teachers Union	01	01
District Administrative Secretary (DAS)	01	01
Total	568	235

Source: DSEO Office Rorya (2021)

$$n = \frac{N}{1+N(e)^2} =$$
 Where by N = Population size, n = Sample size, e = desire error margin (0.05)

$$n = \frac{568}{1+568(0.05)^2} = 235$$

Therefore, the population of academic staff, Administrative staff & Management staff of Rorya District Council in Secondary school was 568 and the sample size was 235

3.4.2 Sampling Techniques

Sampling is the process of selecting a sufficient number of elements from the population such that it is a representative of the entire population (Creswell, 2005). A sampling technique is defined as a procedure used to select some elements of a population in such a way that they represent the actual characteristics of the total population (Frankel & Warren, 2000). On the other hand, Kombo and Tromp (2006) show that sampling is the process of selecting members from a population such that

the selected group contains elements representative of the characteristics found in the entire group. Sampling techniques include both probability and non-probability. Probability sampling is a sampling procedure that gives every element in a target population a known and a non-zero probability of being selected whereas, Non-probability sampling is a method of sampling wherein, it is not known that which individual from the population will be selected as a sample. (Daniel, 2012).

This study used probability sampling technique mainly random sampling technique where the data was collected from a homogenous group of respondents selected based on their specific characteristics or traits. The rotary method was used to obtain 20 schools from 40 secondary schools. Also, twenty heads of schools were selected from 20 selected secondary schools. However, nine teachers were selected randomly by using rotary method from 20 selected secondary schools. Furthermore, twenty Management Education Coordinators were randomly selected by using rotary method from twenty-six wards. Also 1 District Executive Director (DED), 1 Teachers Union (TU), 1 District Administrative Secretary (DAS) 1 District Secondary Education Officer (DSEO), 2 District Secondary Academic Officer (DSAO) and 2 Teacher Service Commission (TSC) were included in study. On top of that, 6 School Board Management (SBM) and 2 QA were randomly selected. The researcher used this method because it helps to avoid biasness since it gave the chance to any member to be included in the sample.

3.4.3 Data Collection Tools

The following instruments were used in data collection:

Questionnaire – A closed –ended questionnaire on liker-scale (strongly agree, agree, not sure, disagree, strongly disagree), construct by the researcher were used to collect data from the selected respondents. However, few open questions were used to explore into depth the respondent’s perception. The questionnaire had the following section; background information, reward, promotion, recognition and benefits (independent variables) on the employee performance (dependent variable).

Questionnaires were more relevant in collecting data from a relatively large sample through written responses.

3.5 Data Validity and Reliability

3.5.1 Validity of the Data

The questionnaires, pilot test was carried out, in order to see if the questions were clear and consistent in all occasions. Validity entails the extent to which the scores from a measure represent the variable they are intended to represent (Saunders *et al.*, 2009). In testing of the research, researcher formulated the questionnaires according to the study objectives and questions. Thereafter the researcher presented the formulated questions in the questionnaires to the supervisor and other research experts for verification on whether the questions could answer the intended research objectives. In addition, the validity of the research instrument was examined by calculating the content validity.

$$\text{Content validity index} = \frac{\text{Number of items relevant}}{\text{Total number of items of questionnaires}}$$

The questionnaire was be taken valid if the CVI is at least 0.7 as analyzed by (Polit & Beck, 2006)

3.5.2 Reliability of the Data

Reliability is the extent to which a test or procedure in data collection yields similar results under constant conditions, on all occasions. The researcher checked the reliability of the instruments used in this study by pre-testing the questionnaires in the field. The researcher then gave questionnaire guides to the same groups of respondents and the results were confirmed. The researcher concluded that the questionnaires were reliable. The study uses a mixed type of research design to ascertain the effect of motivational factors on employee performance. Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of a psychometric test score for a sample of examinees. Hence, according to Lombard (2010), coefficients of .90 or greater are nearly always acceptable; .80 or greater is acceptable in most situations; and .70 may be appropriate in some exploratory studies, for some indices.

Table 3.3: Reliability statistics

Cronbach's Alpha	Number of Items
.868	34

The table indicates the test has a reliability of 0.868, meaning that the questioner and the respondents' responses were reliable and properly validated.

3.6 Data Presentation and Analysis

The data was processed and analyzed using Statistical Package for Social Science (SPSS) to analyze the information from the respondents. The analysis included descriptive analysis which was used to describe the basic features of the data in a

study. They provided simple summaries about the sample and the measures to assess the relationship between employee motivation and employee performance.

3.7 Expected Result of the Study

At this point, it was expected that the results of the study to provide the how motivation affects employee's performance by looking at four variables aspects of reward, recognition, promotion and benefit. Therefore, through these aspects it clearly identified the role of motivation towards employee's performance.

3.8 Ethical Consideration

As every discipline has its ethical principles that guide it so research does. That being the case, research ethical principles was maintained. On the first aspect, all research guidelines included the official letter from the university research consultant department was considered. Previous research studies were acknowledged to avoid plagiarism. On the second aspect, confidentiality was maintained. This was maintained by ensuring that participants assured that the information revealed was treated confidentially and that was used for the intended official purpose and not otherwise (Fisher, 2010).

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 Overview

This chapter presents and discusses data collected as described in chapter three. Firstly, demography of the respondents was presented. Secondly, the effect of motivation on employee performance in Secondary schools were presented and analyzed using a Statistical Package for Social Sciences (SPSS). The descriptive statistics such as frequency, counts, tables and percentage were contextualized, interpreted, and organized according to their sources. The research was carried out to meet the following specific objectives:

- i) To determine the effect of the employee rewards in Secondary School Performance in Rorya District;
- ii) To examine the effect of employee recognition in Secondary School Performance in Rorya District;
- iii) To examine the effect of employee benefit in Secondary School Performance in Rorya District and
- iv) To determine the relationship between employee promotion and the school performance in Secondary School in Rorya District.

4.2 Characteristic of the Respondents

A total number of 235 respondents to the population were required to respond to the provided research questions in order to meet the specific objectives. Two hundred and seven respondents filled and submitted questionnaires, giving this study a

response rate of 88%. The response rate is the extent to which the final set of data includes sample members is calculated from the number of people with whom interviews were completed, divided by the total number of people in the entire sample, including those who refused to participate and those who were unavailable (Kotler, 1997).

4.2.1 Profile of Respondents

Under this section, the study focused on the gender, ages, education level and working experience of respondents. According to the Salkind (2010), the demographic shows the factual phenomena of the study and its validity and reliability of the information.

4.2.2 Sex of Respondents

Gender was important in this study because of the gender equality issue where by male and female have equal chance in employment. Table 4.1 shows that, the majority of 118 (57%) respondents were males while female constituted 89(43%) of the respondents indicating that secondary schools in Rorya District had more male employees compare to female employees.

Table 4.1: Sex of respondents

Gender	Frequency	Percent
Male	118	57.0
Female	89	43.0
Total	207	100.0

Source: Field Data, 2021

4.2.3 Age of Respondents

Findings in this part showed that more than half (50.2%) of the respondents were in age between 30-40. The number of respondents that were between 20-30 years was 37.2% and those in age of 40-50 were 9.7%.

Table 4.2: Ages of the respondents

Age Intervals	Frequency	Percent
20-30	77	37.2
30-40	104	50.2
40-50	20	9.7
50-60 years 60 +	6	2.9
Total	207	100.0

Source: Field Data, 2021

4.3 Education Level of Respondents

From the findings it was observed that the majority of respondents were degree holders who scored 50.2%. Diploma level was comprised of 40.6%. Other respondents had Masters degree Levels of education which counts 9.2%. Certificate level was not included in the sample. The majority of the employees were skilled as shown on.

Table 4.3: Education level

Education Level	Frequency	Percent
Diploma	84	40.6
University degree	104	50.2
Masters	19	9.2
Total	207	100.0

Source: Field Data, 2021

4.4 Marital Status of the Respondents

From the findings it was observed that 62.8% of the respondents were married, 31.9% were single, 3.4% were divorced and 1.9% was widow and widowers as shown in the Table 4.4. Majority of the respondents were married.

Table 4.4: Marital status

Marital Status	Frequency	Percent
Single	66	31.9
Married	130	62.8
Divorced/Divorcee	7	3.4
Widow/widower	4	1.9
Total	207	100.0

Source: Field Data, 2021

4.5 Working Experience of the Respondents

Working experience was an important aspect that was considered during data collection. Experience at work reflects skills and knowledge of an employee has on his or her job. It is believed that the more employees get familiar experience at their job, the more motivation is needed in terms of increment, bonus and incentive. The findings have revealed that 85 (41.1%) employees had enough working experience that ranged from 11-15 years.

In addition, other respondents who took part in the research survey had worked with the secondary school for a period of 5-10 years representing 26.1% indicating that, they responded more to the exercise. It was interesting to note that there was such greater percentage who responded to the issues in that, they had worked with the secondary schools in Rorya District for an appreciable length of time and therefore

was in the position to present the situation on the ground. Others were those who worked from 15(18.1%) years and above. The remaining 14.5% had worked with the Rorya District secondary schools for barely less than 4 year.

Table 4.5: Working experience of the respondents

Working Experience	Frequency	Percent
Less than 4 years	30	14.5
5-10 years	54	26.1
11- 15 years	85	41.1
above 15 years	38	18.4
Total	207	100.0

Source: Field Data, 2021

4.6 Factors are Used to Motivate Workers in the Organization

The respondents were asked to rate factors using the Likert scale measurement of ‘1=Strongly Disagree, 2=Disagree, 3=Not sure, 4=Agree, 5=Strongly Agree’. The results of the study were as follows.

4.6.1 Certificate of Recognition

The respondents were asked to indicate whether certification of the recognition was among the factors which motivated them and the results are shown. Table 4.3. Findings shows that 2.9% strongly disagreed, 16% disagreed, 9.7% were Not sure, 54.1% agreed while 16.4% strongly agreed. This indicated that the certificate of recognition influenced majority of the employees. From the analysis, it is clear that the majority respondents agreed with the statement and thus seems to suggest that Rorya District secondary school workers enjoy the work they do which is in conformity with Brian (2013) that good organizations highly recognize the

contributions and the workers efforts hence inspire employees to love the work they do, hence motivates them to perform better.

Table 4.6: Certificate of recognition

Response	Frequency	Percent
Strongly Disagree	6	2.9
Disagree	34	16.4
Not sure	20	9.7
Agree	112	54.1
Strong Agree	35	16.9
Total	207	100.0

Source: Field Data, 2021

4.6.2 Salary per Basic Needs Coverage

With descriptive statistics the findings revealed that 30.9% strongly disagree, 39.6% disagree, 24.2% neither agree nor disagree, 9.7% agreed and 17.4% strongly agreed that salary payment was enough to cover employee basic needs. The result showed that greater percentage that was 69.5% disagreed that the salary which they were paid was not enough to cover their basics, while 27.1% seems to agree, this imply that Rorya District Secondary School employees were not satisfied with their salary since it did not cater for their needs as shown in the Table 4.7.

Table 4.7: Salary per basic needs

Response	Frequency	Percent
Strongly Disagree	64	30.9
Disagree	82	39.6
Not sure	20	9.7
Agree	36	17.4
Strong Agree	5	2.4
Total	207	100.0

Source: Field Data, 2021

4.6.3 The Salary Payment on Time

Findings on this aspect showed that 4.8% Strongly Disagree, 12.6% Disagree, 11.6% were Not sure whether they were always paid on time, 45.9% Agreed that they were paid on time and 25.1% strongly agreed that they were paid on time

Table 4.8: Salary payment on time

Responses	Frequency	Percent
Strongly Disagree	10	4.8
Disagree	26	12.6
Not sure	24	11.6
Agree	95	45.9
Strong Agree	52	25.1
Total	207	100.0

Source: Field Data, 2021

4.6.4 Working Condition

The working environment is another determinant that could pose serious threat to performance. For example, if the working environment is hazardous, it could endanger the lives of employees. The respondents were asked to indicate whether they were motivated with the working condition provided by their jobs and the results are shown in Table 4.6. Findings showed that 8.7% strongly disagreed, 23.2% disagreed, 12.1% were Uncertain, 45.4% agreed while 18% strongly agreed. The responses showed that majority of the respondents representing 54.1% believed that they were motivated with the working environment condition at Rorya District Secondary Schools.

Table 4.9: Motivation associated with working conditions

	Frequency	Percent
Strongly Disagree	22	10.6
Disagree	48	23.2
Not sure	25	12.1
Agree	94	45.4
Strong Agree	18	8.7
Total	207	100.0

Source: Field Data, 2021

4.6.5 Appreciation for Work Done

The respondents were asked to indicate whether there was appreciation for work they did within their job and the results are shown in Table 4.22 whereby findings showed that 3.4% strongly disagreed, 9.7% disagreed, 19.3% were Uncertain, 42% agreed while 25.6% strongly agreed. This indicated that majority of the employees agreed that they were appreciated for the work did. This suggest that recognition through non-monetary incentives like appreciation of work and authorities must continue to use this motivational factor which agrees with Llopis (2012) statement that everyone wants to be noticed and recognized for their work. Therefore, employees are motivated to achieve to remain relevant and as such, employees are in search of new ways to learn, improve their skills and invest in themselves.

Table 4.10: Appreciation as the factor of motivation

Responses	Frequency	Percent
Strongly Disagree	7	3.4
Disagree	20	9.7
Not sure	40	19.3
Agree	87	42.0
Strong Agree	53	25.6
Total	207	100.0

Source: Field Data, 2021

4.6.6 Organization Financial Support to Employees as Motivation During Difficult Times

Respondents were asked to indicate whether they were financially motivated in difficult cases. From the field survey, the results showed that 45.9% of the respondents disagreed to receive financial support from local government when they were in difficult situation and 34.7% agreed to receive financial support when they were in difficult situation. Ninety percent were neutral as shown in Table 4.16. The result revealed that people need each other's help as proposed by Abraham Maslow's (1946) hierarchy of needs i.e. a person's needs for affection, belongingness, acceptance, and friendship. When there is cordial relation among workers, it enhances their performance and an individual feel comfortable to interact, and seek help when needed.

Table 4.11: Organization Financial Support to Employees as Motivation During Difficult Times

Response	Frequency	Percent
Strongly Disagree	25	12.1
Disagree	70	33.8
Not sure	40	19.3
Agree	45	21.7
Strong Agree	27	13.0
Total	207	100.0

Source: Field Data, 2021

4.6.7 Recognition as among the Factors to Employee Motivation

Respondents were asked to indicate whether recognition was the factor for employee motivation and the results are shown in Table 4.12. Findings shows that 3.9% strongly disagreed, 12.6% disagreed, 16.4% were Not sure, 41.5% agreed while

25.6% strongly agreed. This indicates that majority of the employees agreed that they were motivated when they were recognized.

Table 4.12: Recognition as factor for employee motivation

Responses	Frequency	Percent
Strongly Disagree	8	3.9
Disagree	26	12.6
Not sure	34	16.4
Agree	86	41.5
Strong Agree	53	25.6
Total	207	100.0

Source: Field Data, 2021

4.6.8 Relationship with Management Staff

Respondents were asked to indicate whether their relationship with management staff influenced motivation on employees' performance. Results are as shown on Table 4.25 which showed that 2.4% strongly disagreed, 11.1% disagreed, 39.1% were neutral, 29.5% agreed while 17.9% strongly agreed. This result showed that majority of the employees was neutral regarding relationship that they have with superior. This means that the service should find solution to this problem by reducing the power distance between the superiors and their subordinates. Lawler (2003) emphasizes that treating people right is fundamental to creating organizational effectiveness and success.

Table 4.13: Relationship with Management Staff

Responses	Frequency	Percent
Strongly Disagree	5	2.4
Disagree	23	11.1
Not sure	81	39.1
Agree	61	29.5
Strong Agree	37	17.9
Total	207	100.0

Source: Field Data, 2021

4.6.9 Promotion in the Organization

The respondents were asked to indicate whether they were promoted and the results are shown in Table 4.14. It showed that 3.9% strongly disagreed, 10.1% disagreed, 16.9% were Uncertain, 38.2% agreed while 30.9% strongly agreed. This indicates that majority of the employees believed that promotion in the organization was a factor which motivate them.

Table 4.14: Promotion in the Organization

Responses	Frequency	Percent
Strongly Disagree	8	3.9
Disagree	21	10.1
Not sure	35	16.9
Agree	79	38.2
Strong Agree	64	30.9
Total	207	100.0

Source: Field Data, 2021

4.6.10 Career Goals Development

Respondents were asked to indicate whether they were prospects to develop career goals of their profession and the results are shown in Table 4.20. Findings showed that 5.8% strongly disagreed, 8.2% disagreed, 16.9% were Uncertain, 45.9% agreed while 23.2% strongly agreed. This indicated that majority of the employees believed that there were prospects to develop career goals of their profession in the organization was a factor which motivate them.

Table 4.15: Prospects to develop profession career goals

Responses	Frequency	Percent
Strongly Disagree	12	5.8
Disagree	17	8.2
Not sure	35	16.9
Agree	95	45.9
Strong Agree	48	23.2
Total	207	100.0

Source: Field Data, 2021

4.6.11 Reward as One of the Factor to Employee Motivation

The respondents were asked to indicate whether reward was the factor for employee motivation and the results are shown in Table 4.12. Findings indicated that 4.3% strongly disagreed, 6.8% disagreed, 14.5% were Not sure, 43% agreed while 31.4% strongly agreed. This indicates that majority of the employees agreed that reward was among the factor to employee motivation

Table 4.16: Reward as among factor to employee motivation

Responses	Frequency	Percent
Strongly Disagree	9	4.3
Disagree	14	6.8
Not sure	30	14.5
Agree	89	43.0
Strong Agree	65	31.4
Total	207	100.0

Source: Field Data, 2021

4.7 Effect of Motivation on the Employees Performance at Rorya District Secondary School Employees

Respondents were asked to choose among 14 motivation factors which influence their level of performance and rate them in the following Likert Scale order of strong agree, agree, neutral, disagree and strongly disagree using numbers 1-5. These

factors included; nature of work, salary, promotion of organization, opportunity for advancement, responsibility, appreciation of work done, working condition, relationship with superior and relationship with peers. The responses were analyzed and findings presented in the Table 4.27.

4.7.1 Salary as Motivation Factor to Perform Harder

Findings showed that 9 (4.3%) of respondents strongly disagree that salary they received did not improve performance, 44.9% of the respondents disagreed that the salary they received did not improve their performance, 16.9 % neither agreed nor disagreed to the statement, 24.6% agreed to the statement and 9.2% strongly agreed to the statement. Hence majority of the respondents disagreed that the salary they received from the employer did not motivate them to improve the performance.

Table 4.17: Salary as factor for employee performance

Responses	Frequency	Percent
Strongly Disagree	9	4.3
Disagree	93	44.9
Not sure	35	16.9
Agree	51	24.6
Strong Agree	19	9.2
Total	207	100.0

Source: Field Data, 2021

4.7.2 Working as a Condition for Improving Performance

Respondents were asked to indicate whether working condition contributed to improve one's performance. Findings as shown in Table 4.24 indicated that 4.8% strongly disagreed, 21.3% disagreed, 10% were uncertain, 38.6% agreed while 24.6% strongly agreed. This indicates that working condition can improve one's performance. From the analysis, it was clear that the majority of respondents agreed

with the statement and thus seemed to suggest that environmental working condition has to be improved a lot by the Rorya District Management to make workers enjoy the work they do which is in conformity with Brian (2013) assertion that good organizations are always trying to structure the work so as to match the nature of the work with the nature of the employee and to make the work as interesting and enjoyable as possible. When employees love the work they do, it motivates them to perform better.

Table 4.18: Working condition as factor for improving one's performance

Responses	Frequency	Percent
Strongly Disagree	10	4.8
Disagree	44	21.3
Not sure	22	10.6
Agree	80	38.6
Strong Agree	51	24.6
Total	207	100.0

Source: Field Data, 2021

4.7.3 Performance Improvement Over Time with the Help of Management

Respondents were asked to indicate whether performance improved over time with the help of management. Result showed that 40.6% of the respondents believed that performance did not improve over time with the help of management while 19.3% neither agreed nor disagreed to the statement. On the other hand, 40.1% of the respondents believed that performance improved over time with the help of management. From the findings, statistics reveals that the response was almost fifty – fifty. This means that Rorya District secondary school management must put more efforts on innovation and creativity so as to motivate workers.

Table 4.19: Performance improvement over time with the help of management

Responses	Frequency	Percent
Strongly Disagree	7	3.4
Disagree	77	37.2
Not sure	40	19.3
Agree	56	27.1
Strong Agree	27	13.0
Total	207	100.0

Source: Field Data, 2021

4.7.4 Employee Performance versus Turnover

Response from the finding showed that 6.8% strongly disagreed that employees performance reduced turnover, 6.4% disagreed also to the statement, while 20.4% were neutral, 42.5% agreed to the statement and 13.5% strongly agreed that employees performance reduced turnover at the work place. This indicated that majority of the respondents agreed that when the performance increased automatically turnover is eliminated.

Table 4.20: Employee performance versus turnover

Responses	Frequency	Percent
Strongly Disagree	14	6.8
Disagree	34	16.4
Not sure	43	20.8
Agree	88	42.5
Strong Agree	28	13.5
Total	207	100.0

Source: Field Data, 2021

4.7.5 Performance as a way of Reducing Absenteeism Rate

Response from the findings showed that 8.2% strongly disagreed that employee's performance reduced absenteeism, 15.5% disagreed also to the statement, while 20.3% were neutral, 38.6% agreed to the statement and 17.4% strongly agreed that

employee's performance reduces absenteeism at the work place. This indicated that majority of the respondents agreed that when performance increased equally absenteeism decreased.

Table 4.21: Employee performance versus reduction in absenteeism rate

Responses	Frequency	Percent
Strongly Disagree	17	8.2
Disagree	32	15.5
Not sure	42	20.3
Agree	80	38.6
Strong Agree	36	17.4
Total	207	100.0

Source: Field Data, 2021

4.7.6 Positive Working Condition and their Contribution to Good performance

Respondents were asked to indicate whether working condition was comfortable and allows performing accordingly. Results as shown on Table 4.25 indicated that 8.4% strongly disagreed, 36.2% disagreed, 20.8% were neutral, 27.1% agreed while 7.7% strongly agreed. This indicates that majority of the employees disagreed that their working condition was comfortable and allowed them to perform accordingly.

Table 4.22: Contribution of positive working condition improved performance

Responses	Frequency	Percent
Strongly Disagree	17	8.2
Disagree	75	36.2
Not sure	43	20.8
Agree	56	27.1
Strong Agree	16	7.7
Total	207	100.0

Source: Field Data, 2021

4.7.7 Convenience of Office Location in the Institution and its Relation Performance Improvement

Respondents were asked whether the office location in the institution was convenient. Findings showed that 21.3% strongly disagreed while 37.7% disagreed, 14% were not sure. However, 21.3% agreed and 5.8% of respondents strongly agreed that office location to the Institution was convenient. Generally, from the findings the office location does not influence the performance of workers.

Table 4.23: Office location and its contribution to employee's performance

Responses	Frequency	Percent
Strongly Disagree	44	21.3
Disagree	78	37.7
Not sure	29	14.0
Agree	44	21.3
Strong Agree	12	5.8
Total	207	100.0

Source: Field Data, 2021

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of study.

5.2 Rewards

From the obtained findings concerning reward as the factor for employee motivation 74% of the respondents said that provision of proper rewards to the employees increased performance and productivity since it boosts up efficiency and effectiveness at the work place. It simply meant that, reward was instrumental in increasing productivity. The findings cemented with Mosha 2019 argument, that, reward was the instrument of increasing production since it motivates employees. According to Inc 2017, the average work is productive for a total of 2 hours and 53 minutes of an 8 hour a day. Most of the employees were only productive for 37% of the day. The facts were, rewarding an employee for a job well-done inspire them to work harder and to be more productive. Indeed, if the institution reward performance and motivate employee on individual or group levels and normally considered it separately from salary but may be monetary in nature would change work habit and key behavior of employees hence the study indicated that reward was among of the major factors that increased employee performance and productivity.

5.3 Recognition at Work Place

Also, the study found out that effect about recognition 3.9 strongly disagreed that there was no effect of recognition on employee's performance but 25.6% strongly

agreed and 41.5% agreed. In totality 67.1% agreed that there was effect of recognition on employee performance.

However, from the analysis, it is clear that the majority respondent's at least 67% agreed with the statement that recognition had positive effect to the employee performance. Other respondents suggested that Rorya District secondary school workers did not enjoy the work they did because of lack of employee recognition programs that included acknowledgement, praise and appreciation for hard work success and achievement which showed positive effects like engagement, happiness and culture. This was in conformity with Brian (2013) that good organizations highly recognized the contributions and the workers efforts hence inspire employees to love the work they do, hence motivates them to perform better. However, it concurred with data from Harvard Business Review which suggested that 82% didn't feel that their supervisors recognized them enough for their work. Additionally, 60% also stated they would put more effort in to their work if they were recognized more often. This discussion is cemented by Mosha (2019), that trophy was not just for sports, since young age understood that getting trophy means have accomplished something great. The same principle can be applied to the work place it inspire team to be more productive, creative and health competitive in the institution or organization.

5.4 Promotion of Employee

As far as the promotion is concerned the study found out that effect of promotion on employee's performance was very minimal because only 3.9% of the respondents

strongly disagreed, 10.1% disagreed i.e. which makes the total of 14% of those that disagreed. Further 30.9% strongly agreed and 38.2 agreed that makes cumulative total agreed 69.1% and the remaining 16.9 % were uncertain. The study was interested in examining how promotion motivated employee's performance because promotion was one among a great motivator for employees' performance as well as instrumental in satisfying a number of the most pressing needs. However in Rorya the effect of promotion on employee performance was very low because promotion was based on the length of service, experience, seniority, performance, etc. hence left behind majority of the employees. Datchi, (2019) argued that promotion is significant not only because of what they can buy but also as a tangible method of recognizing their worth, thus improving their self-esteem and gaining the esteem of others.

5.5 Benefits

Regarding the benefits aspect on employee's performance the study found out that there was positive effect of benefits on employees' performance especially salary payment on time whereby 25.1% strongly agreed and 45.9% agreed and therefore make a total of 71.0% that agree that benefits affected employee's performance. Also, other respondents said that they just only paid on time but they would like to receive different kinds of benefits as asserted by Bernardin, (2017) that fringe benefits are forms of indirect compensation given to an employee or group of employees as part of organizational membership which focus on maintaining or improving the quality of life for employees and providing a level of protection and financial security for workers and for their family members. Mathis and Jackson

(2013) stated that an employer that provides a more attractive benefits package often enjoys an advantage over other employers in hiring and retaining qualified employees when the competing firms offered similar base pay.

5.6 Summary of Findings

The summary of findings is organized around the research objectives of the study as follows:

Factors that Motivate Employees: On the factors that motivate employees, majority of the respondents agreed that fringe benefits do motivates them and at the same time salary increment and promotion in the institution was a major source of motivation. Therefore, promotion in Rorya District secondary school department should be done fairly so as to continue to motivate its employees. Also, appreciation for work done and salary were other sources of motivation for them. Most of the respondents agreed that working conditions motivates them and greater majority indicated that relationship with their management staff motivated them.

However, the study finding revealed that qualification determined their performance. This implied that when one went through education, development and training to acquire a certain level of qualification, it would enhance his working ability all other things being equal. Also, the study showed that experience was a great asset that can improve an employee's performance and the longer the number of years' experience, the higher the levels of performance. The working environment was another determinant of performance and all kind of rewards i.e. financial and non-financial

given to employee determined their performance according to the study findings. Job security determined performance when employees were aware that there was no threat against their job; support received from other colleagues; age and health condition; and expectation of retirement and other benefits all determines performance.

Effects of Motivation on the Employee Performance: The study revealed that employees believed that nature of work and promotion in the organization highly influenced their level of performance. This implies that the management that must ensure promotions in the organization are done fairly to encourage employees who have consistently performed. A further finding revealed that opportunity for advancement and sense of responsibility has effect on performance. Appreciated for work done, salary, working conditions, how well superiors related with subordinates and relationships with peers had greater effects on employees' performance.

5.7 Conclusions

Rorya District secondary school employer should consider the impact of motivation on employee performance. Both employees and organizations are responsible for sustaining a code of ethics, which can lead to a green atmosphere and facilitate employee performance. This study has presented positive and negative outcomes of employee performance, which can be improved through motivation and a proper code of ethics. Appropriate human resource practices allow motivational systems for all, without bias, discrimination, or administrative harassment.

From the study findings helped to conclude that opportunity for advancement,

appreciation for work done, salary, promotions and other factors were the main source of motivation for them. This was due to the service having greater percentage of well-educated young and energetic people in the service with less people nearing the retiring age who seek ways to improve their lot. On employees' satisfactions, could also be concluded that, as much as opportunity for advancement, appreciation for work done, promotions, and good relations with peers etc. leads to their satisfaction, the kind of salary they received, relationship with their superiors, and working conditions, and others were the major dissatisfaction factors. Again, it can be concluded that, performance determinants such one's qualification, experience, working environment, rewards package, job security among others combined with favorable motivational factors had effects on performance and vice versa. Therefore, there was a relationship between motivation and performance, and motivation had effect on employees' performance.

5.8 Recommendations

The following recommendations are made based on the research findings that:

Managerial Recommendation for Rorya District Council must make plans and programs for rewards, benefits, Recognition and promotion in order to make positive effect employee motivation on driving positive performance for rural secondary schools at their areas.

Further, working condition has to be improved in order to create moral and satisfaction of employee's motivation effects for employee performance at Rural Secondary School in Rorya.

5.9 Limitation

The researcher had difficulty in the process of collecting data because some respondents were uncooperative while others were not willing to give out the information needed by researcher. The Schools' administrations were suspicious about the topic under study since it intended to examine their internal administrative issues hence sometimes showing negative attitude over the questionnaires. In addition to that, the researcher had the challenge of time as far as meeting all respondents and informants in looking for accuracy of the study.

As a result of such challenges, the researcher used a lot of time interpreting questionnaire to respondents of the study.

5.10 Areas for Further Research

The researcher could not research satisfactorily on all areas of this topic and therefore recommends the following areas for future investigations:

- i) The impact of basic needs satisfaction for employees on performance of staff in rural secondary schools;
- ii) The importance of employee motivation in service delivery in secondary schools of other parts of Tanzania;

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APPENDICES

Appendix 1: Questionnaire

Part 1: Introduction

Dear Sir/Madam,

Dear respondent, my name is Mr. Jumanne Charles Obogo a master of Human Resource Management student at the Open University of Tanzania. I am carrying out a research on “The effect Motivation on Employee Performance”. as part of the requirement for the award. You were sampled as a person suitable to provide the information required. I request you to spare part of your valuable time to fill this questionnaire. The information you provide will be treated ethically with the degree of anonymity and confidentiality it deserves. Should you require any further information you can contact me at 0788358120 or obogojumanne@gmail.com.

Part 2: Personal information

1. Your age (please tick the appropriate answer)
 - a) 20-30 years ()
 - b) 30-40 years ()
 - c) 40-50 years ()
 - d) 50-60 years 60 + ()

2. Gender (please tick the relevant answer)
 - a) Male ()
 - b) Female ()

3. Marital Status (please tick the appropriate answer)
 - a) Single ()
 - b) Married ()
 - c) Divorced/Divorcee ()
 - d) Widow/widower ()

4. Academic qualifications (please tick the relevant answer)

- a) Certificate ()
- b) Diploma ()
- c) University degree ()
- d) Master's degree ()
- e) Doctorate and above ()

5. How long have you been working at this organization?

- a) Less than 4 years ()
- b) 5-10 years ()
- c) 11- 15 years ()
- d) above 15 years ()

Part 3: Motivation Factors to Employees

On the scale from (5 = strongly agree, 4 = Agree, 3 = Not sure, 2 = Disagree, 1 =strongly Disagree) express the extent to which you agree/disagree with the following statements of your attitude towards the organization you work for.

SN	Issues	Strongly Agree (1)	Agree (4)	Not sure (3)	Disagree (2)	Strongly Disagree (1)
1.	Certificate is among of the motivation to employee performance					
2.	The salary paid to you is enough to cover your basic needs					
3.	You are always paid on time					
4.	The environment of working condition of your organization is motivating you					
5.	Appreciation is the factor for employee motivation					
6.	The organization is motivating employee financially in case of difficulties					
7.	Recognition is among of the factor to employee motivation					
8.	Employee's benefit Recognition is among of the factor to employee motivation					
9.	Social gathering is among of the motivation to the employees in the organization					
10.	The relationship with management at staff motivate employees					

11.	Promotion of the employees in the organization is among of the motivation factor					
12.	There are prospects for you to develop your career goals profession					
13.	There is a relatively equal treatment of employees depending on their efforts, experience and education in thisCommission					
14.	Reward is among of the factor toemployee motivation					
15.	The transport service can be among ofthe motivation factor to your organization					

16. Mention other factors to be considered as a motivator to employees

- i)
- ii)
- iii)
- iv)

Part 4: Employees Performance

On the scale from 1 to 5 rates the following statements as they relate to your working performance. (5= strongly agree, 4 = Agree, 3= Not sure, 2= Disagree, 1 = strongly Disagree)

SN	Issues	Strong Agree (5)	Agree (4)	Not sure (3)	Disagree (2)	Strongly Disagree (1)
1.	My salary is motivating me to perform harder					
2.	The working condition greatly improve one'sperformance					
3.	Your performance is improved over time bythe help of the management					
4.	There is the relationship of overall workperformance compared to your peers' with thesame qualifications doing the similar work					
5.	You can rate the quality of you work compared to that of your peers' doing the similar work					
6.	You can evaluate your productivity levelcompared to that of your peers' doing					

	similarwork.					
7.	With the current motivation practices theperformance of the employees is alwaysgoing to increase					
8.	The employee performance reduces turnover					
9.	The employee performance reduces absenteeism rate					
10.	Cost effective to the organization linked toemployee performance					
11.	The working condition is comfortable andallows you to perform accordingly					
12.	Are the Human Resource Policies at yourwork provide information for your workperformance?					
13.	Are you given information, clarifications andfeedbacks on different issues concerned with your job?					
14.	Is the office location of your Institutionconvenient?					

15. Does the Benefits provide influence performance? How?

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Thank you for your time and co-operation. Your opinions are highly valued. Please
be assured that your answers were remaining anonymous.

Appendix 2: Ethical Documents



THE REPUBLIC OF TANZANIA
PRESIDENT OFFICE
REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

RORYA DISTRICT COUNCIL



In reply please quote;
HWR/PF/A.10151/09

Date: 22/09/2021

DIRECTOR OF POSTGRADUATE STUDIES,
THE OPEN UNIVERSITY OF TANZANIA,
P.O.BOX 23409,
DAR ES SALAAM.

RE: CONDUCTING RESEARCH.

Refer to your correspondence for field attachment dated **3rd September, 2021**.

2. The District Executive Director's Office informs you that our office has accepted your request of conducting Research titled, "**The effect of Motivation on Employees performance in Rural Secondary schools: A case study of Rorya District**" to **Mr. OBOGO, Jumanne Charles, Reg No: PG201902291**. With this letter he supposed to report for field practical at District Secondary Education Officer (DSEO) Specially for the following Secondary Schools: **Nyanduga, Kowak, Tai, Kisumwa, Mirare, Pastor Raphael Odunga, Bukama, Pr Sarungi, Buturi Secondary, Nyihara, Nyamunga & Suba** for placement.
3. Notwithstanding, he will perform duties related to Education Field; It should be clear that our Organization will not be responsible to any costs related to his field. He shall abide to all civil servant and Organizational regulations and rules.
4. We are expecting good cooperation from him.

Peter A. Masanja

For: DISTRICT EXECUTIVE DIRECTOR
RORYA DISTRICT COUNCIL

COPY: 1.DED: To be seen in file for records. **NY MKURUGENZI MTENDAJI W**
RORYA

2. DSEO: Receive him and Assign duties.

3. Mr. OBOGO, Jumanne Charles,
P.O.BOX 23409,
DAR ES SALAAM.