

**EFFECTS OF MOTIVATIONAL PACKAGES ON EMPLOYEE
PERFORMANCE IN PUBLIC ORGANIZATIONS: A CASE STUDY OF
DAWASA**

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
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2022

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled: **“Effects of Motivational Packages on Employee Performance in Public Organizations: A Case Study of DAWASA”**, in partial fulfillment of the requirements of the Degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

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Signature

.....

Date

DEDICATION

I dedicate this dissertation to my father, Resident Judge Thomas Elisaria Yairo who always supported me spiritually, morally and materially. His endless love, prayers and encouragement are great, so great that I will forever aim to show the same to my children. God bless you always.

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ABSTRACT

The study sought to examine how motivating packages affect DAWASA employee's performance. The study was guided by four objectives; to determine the effect of flexibility in job design on employee performance, to assess the effect of money incentive on employee's performance, to determine the effect of further studies opportunity on employees' performance and to determine the effect of good working condition on employee's performance. The study was quantitative approach, used DAWASA as a case study. Questionnaires were used to collect data from 316 respondents. Descriptive statistics, correlation and regression analysis was used to analyse data. This study found that job design is significantly and positively related on employee's performance, money incentives are significantly and positively related on employee's performance, further studies opportunities is significantly and positively related on employee's performance and that working condition environment is significantly and positively related on employee's performance. The study recommends that DAWASA and other working entities should also employ other motivational strategies not only these discussed here because there are diverse motivational strategies. Institutions should give more attention to the impacting factors of motivation to employees by acknowledging and setting proper strategies. Improve working conditions and make sure employees are trained in order increase their motivation and consequently their performance.

Keywords: Motivational Packages, Job Design, Training, Money Incentives and Working Conditions.

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LIST OF ABBREVIATIONS

| | |
|--------|--|
| DAWASA | Dar es Salaam Water and Sanitation Authority |
| DSSD | Dar es salaam Sewerage and Sanitation Department |
| EP | Employee Performance |
| ERG | Existence, Relatedness and Growth |
| HRM | Human Resource Management |
| JD | Flexibility of Job Design |
| MI | Money Incentives |
| NUWA | National Urban Water Authority |
| TR | Training Opportunity |
| VIE | Vroom Expectancy Theory |
| WC | Working environment Condition |

CHAPTER ONE

INTRODUCTION

1.1 Overview

The study's backdrop, problem statement, general objective, and particular objectives are all presented in this chapter. Research questions, the significance of the study, and the study's organization are also presented.

1.2 Background of the Study

Organizational performance is a complex phenomenon that is heavily influenced by the firm's ability and motivation. One of the most significant issues confronting most companies, whether public and private, is how to encourage their employees to enhance performance. The assumption in economics is that monetary incentives promote performance (Igbaekemem, 2014). Employees of an organization have objectives and inner aspirations, which they express through behaviors and attempts in job positions to meet their needs. Employee motivation refers to the amount of enthusiasm, devotion, and inventiveness that employees bring to their jobs (Ebrurajolo, 2004). It is impossible to overstate the importance of employee performance. The most important element for an organization is its employees' devotion and loyalty, which can be attained if they are better compensated. Employee satisfaction and performance are high on the priority list when it comes to rewards (Mehta, 2014).

Employees are becoming more competitively advantageous for institutions, organizations, and any other firm in this century. Demoralized personnel can lead prosperous organizations to weaken, just as competent staff can propel a mediocre

institution to good performance. As a result, organizations must devise measures to retain their essential expertise and highly skilled people (Arthur & Rousseau, 2001). . To keep employees motivated and satisfied, management methods and good resource allocation must be addressed in order to bid up for good performers.

In order for an employee to do a successful job, there must be a good working connection that inspires both parties to build trust and grow the institution or business. An employee enters into an employment relationship with the intent of providing skills and efforts to the employer in exchange for a salary or wage (the pay–work contract). According to (Badubi, 2017), employees and employers should have a contractual relationship that is governed by legal rights and obligations.

Paying a pay or salaries, ensuring a safe workplace, and acting in good faith toward the employee are all things that employers must do. All of the employer's responsibilities include avoiding acting in a way that jeopardizes the employment relationship's trust and confidence. As a result, the employee is accountable for customer service, obedience, competency, honesty, and loyalty, among other things.

According to the Tanzanian government, employees sell their labor to employers, while employers exploit employees to ensure a return on investment to shareholders. It has to do with existing legislation and development policies and organizations. Occasionally, the Tanzanian government has made more efforts to guarantee that employee rights are maintained and protected. Many organizations have been established to ensure that employee rights and responsibilities are met and maintained in order to ensure good performance. Employees in Tanzania, however, continue to

face a variety of issues, including a hostile work environment, low pay, and job instability. As a result of these factors, workplace performance has deteriorated (Robinson & Wolfe 2000, & Njunwa 2017).

Employee motivation is critical because it allows employees to expect pleasant working conditions, fair pay, and participation in decision-making. In certain Tanzanian workplaces, these elements are not fairly distributed to employees. These expectations differ from one organization to the next, as well as one local government body to the next. In order for the organization to overcome these obstacles, it must first comprehend the motivation of its people (Kapoor, 2021).

In the field of organizational behavior, a variety of models and ideas related to motivation are investigated in greater depth. "Employee development develops a persuasive spark that explores their capacity," writes (Badubi, 2017). In addition to organizational responsibilities, there is an irrefutable link between employee motivation and job satisfaction (Tatar & Ogun, 2019). Motivation is the most crucial aspect in achieving organizational goals and objectives, depending on the nature of the organization or business.

Many authors describe money as a main motivator in their descriptions of motivational variables, however Herzberg (1968) claims that money is simply a hygiene component. Furthermore, there are other aspects that contribute to people's motivation. As a result, motivation is a critical factor in raising employee morale in any workplace. In a nutshell, the goal of this study is to use a case study approach to establish the extent to which motivation affects employee performance in various organizations. DAWASA.

1.3 Statement of the Problem

Motivation is used to mobilize human resources, attracting employees' dedication and good performance. This highlights the importance of grasping the concept "motivation," which is defined as "the forces within a man that push or encourage him to achieve basic needs or desires; these motives may be implicit or obvious." Lambert (2018) claimed that motivation can be thought of as cognitive decision making with the goal of initiating and monitoring behavior with the goal of achieving a specific goal. Motivation can arise from both external (extrinsic) and internal (intrinsic) sources, such as a desire to improve one's performance.

Several issues have arisen as a result of monetary incentives on the performance of workers and managers in various corporate organizations. Poor incentive packages, which have been a major factor affecting employees' commitment and productivity, employees' unwillingness to improve their performance because they believe their contributions are not well recognized by their organizations, and management's lack of necessary skills to assist in the formulation of a good monetary incentive policy are among them. The way workers are compensated and rewarded determines the success and longevity of any firm (Lawler, 2003). The level of commitment and attitude toward work will be determined by the reward system and motivational incentives.

According to Kreitner and Kinicki (2007), incentives are monetary and nonmonetary rewards offered to employees for completing good job. Employers of labor, on the other hand, must have a full understanding of what motivates people to do well and reward them accordingly in order for any firm to achieve its goal in any competitive culture. Organizations are increasingly in need of reward programs that encourage

employees to work hard. Employee motivation at DAWASA is insufficient. According to Masalu (2015), low job performance is caused by a lack of motivation among employees. Poor service delivery and a difficult working environment, for example, are connected to a lack of motivation among staff at DAWASA. Employees travel significant distances to get to work.

This is linked to low monthly salary earnings and a terrible working environment in most government offices, which leads to employee unhappiness and, as a result, absenteeism, presenteeism, and applications for transfers to other stations, resulting in decreasing job performance and morale. As a result, the purpose of this study is to evaluate the effects of motivational packages on staff performance at DAWASA and to give information for future advancements.

1.4 General Research Objective

The primary goal of this study is to see how motivating packages affect employee performance.

1.5 Specific Objectives

- (i) To determine the effect of flexibility in job design on DAWASA employee performance.
- (ii) To assess the effect of money incentive on DAWASA employees performance.
- (iii) To determine the effect of further studies opportunity on DAWASA employees performance.
- (iv) To determine the effect of good working condition on DAWASA employees performance.

1.6 Research Questions

This study was guided by the following research questions.

- (i) What is the effect of flexibility in job design on DAWASA employee performance?
- (ii) What is the effect of money incentive on DAWASA employees' performance?
- (iii) What is the effect of further studies opportunity on DAWASA employees' performance?
- (iv) What is the effect of good working condition on DAWASA employees' performance?

1.7 Significance of the Study

Motivation theory examines the process of motivation and is concerned with job satisfaction. According to Armstrong (2006), motivation explains why people behave in certain ways at work, such as their efforts and the paths they choose. The goal of this study is to turn theoretical motivational views into practical reality. It benefits both the government and business entities since it provides a thorough grasp of the topic of motivation among employees and employers. By correctly employing workers and requiring them to accomplish their jobs as required, it assists in providing instructions on what should be done to benefit all employees and employers. Many institutions will benefit from this research in terms of developing motivational methods in order to achieve organizational goals. The study will also look into all of the available motivational packages in the study area, whether or not they are available. Finally, because work performance will improve, more emphasis and value will be placed on human resources.

1.8 Scope of the Study

The theoretical and geographical dimensions defined the scope of this research. The theoretical scope of this study will include motivational concepts and working performance as a key variable of interest. The notion of motivation will be examined from a variety of angles and perspectives, but for the sake of this study, it will be examined from the perspective of DAWASA, which includes both public and private institutions. Various motivation theories and types will be discussed. The research will be limited to a review of DAWASA's motivational packages and their effects on employees.

1.9 Organization of the Study

The study is divided into six sections. The first chapter will include an introduction that includes background information, a problem statement, research objectives, research questions, and the study's relevance, as well as the study's scope, limitations, and overall organization. The second chapter examines the rich empirical literatures of other researchers' work, as well as the theories that underpin the study, conceptual framework, policy evaluation, and research gap.

The study's methodological needs, which include research strategy, research design, research philosophy, sampling, and population, will be reviewed in Chapter 3. Procedures for data collection and processing, study ethical issues and considerations, and research outcomes are all discussed. Chapter 4 will include the research findings, data presentation, and analysis. In the fifth chapter, the findings are summarized and examined, and in the sixth chapter, conclusions and recommendations are offered.

CHAPTER TWO

LITERATURE REVIEW

2.1 Overview

The important definitions of the study title, theoretical review, empirical review, conceptual framework, theoretical framework, research gap, and summary are covered in this chapter.

2.2 Conceptual Definitions

2.2.1 An Employee

An employee is someone who is hired on a regular basis to provide services to a company in exchange for money, wages, or salary and is supervised by someone. A person who is paid to work for someone is referred to as an employee (Noor, 2003). (2011). According to Kasuso (2015), a court must first evaluate whether or not a contract of employment exists before determining whether or not someone is an employee. In common law, an employee is a person who performs work or provides services under the direction and control of another in exchange for remuneration or reward on the terms and conditions agreed upon by the parties.

2.2.2 Job Design

Job design is the obvious next step in the job analysis process, and it entails making purposeful attempts to organize tasks, roles, and responsibilities into a work unit that meets company objectives. The natural next step after job analysis is job design. It entails making purposeful attempts to organize tasks, roles, and responsibilities into a work unit in order to meet organizational goals. It is concerned with the grouping and

allocation of organizational work activities and tasks into sets, with a single set of actions forming a "job" that is then done by a job incumbent. Position design, in a technical sense, aims to integrate work content such as tasks, functions, and relationships with the skill requirements appropriate to each job in order to suit the needs of both employees and the company as a whole.

Job redesign focuses on how current occupations are transformed, whereas job design focuses on how activities are merged to form full jobs in the workplace. For example, by redesigning jobs, management may be able to enhance motivation around, say, the introduction of self-managed work teams.

The most widely studied motivational work design factors have been task characteristics. Task characteristics are largely concerned with how work is completed as well as the scope and nature of tasks associated with a certain job. Autonomy. Autonomy is perhaps the most commonly researched work characteristic, and it has taken a major role in motivational work design approaches (Campion, 1988; Hackman & Oldham, 1976). Originally defined as an individual's degree of freedom and independence in carrying out his or her work assignment (Hackman & Oldham, 1975), recent research has expanded this definition to suggest that autonomy refers to the degree to which a job allows freedom, independence, and discretion in scheduling work, making decisions, and selecting the methods used to complete tasks (Breugh, 1985; Wall, Jackson, & Davids, 1992; Wall, Jackson, & Mullarkey, 1995).

As a result, autonomy encompasses three interconnected aspects: (a) work scheduling, (b) decision-making, and (c) work practices. Task variation is important. The degree

to which a job demands individuals to complete a wide range of tasks is referred to as task diversity. As a result, it's similar to ideas about task expansion that have been considered in the literature (Herzberg, 1968; Lawler, 1969). Jobs that require the completion of a variety of tasks are more likely to be interesting and fun to accomplish (Sims, Szilagyi, & Keller, 1976). The importance of the task. The importance of a job indicates how much it affects the lives or work of others, both inside and beyond the business (Hackman & Oldham, 1975). People who work in jobs that have a major impact on the physical or psychological well-being of others are more likely to find their jobs important (Hackman & Oldham, 1980). Identifying the job. The degree to which a job entails a complete piece of labor with plainly identifiable outcomes is referred to as task identity (Sims et al., 1976). Occupations that require the completion of a complete task, such as providing a complete unit of service or assembling an entire product, are generally more exciting to accomplish than jobs that need the completion of only minor portions of the activity (Hackman & Oldham, 1980).

Job-related feedback the degree to which the job gives direct and clear information regarding the effectiveness of task performance is reflected in job feedback (Hackman & Oldham, 1976). In contrast to feedback from others, the focus is on input directly from the job or understanding of one's own work actions. This is supposed to improve understanding of the job's outcomes (Hackman & Oldham, 1980).

Job design is the deliberate attempt to organize tasks, activities, and responsibilities into a unit of work in order to achieve specific goals. Job redesign focuses on how current occupations are transformed, whereas job design focuses on how activities are

merged to form full jobs in the workplace. For example, by redesigning jobs, management may be able to enhance motivation around, say, the introduction of self-managed work teams.

"Job design is the process of determining the contents of a job in terms of its duties and responsibilities, the methods to be used in performing the job, in terms of techniques, systems, and procedures, and the relationships that should exist between the jobholder and his superiors, subordinates, and colleagues."

The next step after job analysis is to create a job design. Job analysis, as you may be aware, gives information on the skills and competencies required to execute a job effectively. Job design, on the other hand, aims to organize the tasks, duties, and responsibilities connected with a job in order to fulfill both organizational and individual goals. In HRM, the term "job design" is relatively recent.

HR managers have learned that the job design has a significant impact on productivity and job happiness. Boredom, increased staff turnover, job discontent, low productivity, and an increase in the organization's overall cost are all common outcomes of poorly designed employment. As a result, job design is attempting to match work requirements to available human resource attributes.

The practice of organizing work into the tasks required to complete a certain job is known as job design. It entails making purposeful attempts to group tasks, duties, and responsibilities into a work unit in order to achieve specific goals. The design and specification of particular tasks within the firm should pique the interest of an HR manager.

Jobs should be planned in such a way that employees are motivated to do them as efficiently as feasible. Many tasks have become monotonous and tedious as a result of excessive specialization and mechanization, and individuals who undertake such dull jobs become easily fatigued. As a result, it's critical to appropriately design occupations in order to boost employee enthusiasm and performance.

Job designs that increase employee access, comfort and flexibility are likely to influence motivation and productivity positively. Job design specifies the work content, i.e., tasks and functions, methods of work, the skills, knowledge and abilities required for performing the jobs, the interrelationship between the jobs, and the rewards the employees will get on the completion of the job.

Job design determines an employee's responsibilities, authority over his job, decision-making authority, and, ultimately, his level of happiness and productivity. Productivity and job happiness are linked and interdependent. The design of a job has an impact on a group's connections as well as its productivity.

Effective job design is a multi-faceted process that requires multiple perspectives. Organizational goals, employee aspirations, performance standards, and the work environment are just a few of the important aspects to consider while designing a job. The HR function has a limited role in job design; line managers, who have a greater understanding of the work processes, play a large role in job design.

The major components of a job design are the job content or scope and the job depth. The job content includes the various tasks or activities that have to be performed by

the jobholder, the responsibilities attached to the job and the relationships with other jobs in the organisational set-up. Job depth is the autonomy or the authority that the jobholder enjoys in planning and organising the work attached to the job.

2.2.3 Money Incentives

Managers are always looking for new ways to create a motivating environment in which associates (workers) can work at their best to achieve company goals. Both monetary and nonmonetary incentives are used as workplace motivators. Financial incentives can be varied while yet having the same effect on associates. Mutual funds given through business pension plans or insurance programs are an example of monetary incentives. Traditional incentive packages are being replaced with alternatives to attract younger associates, as it has been proposed that associates' incentive needs vary depending on their age.

The goal of monetary incentives is to financially compensate associates for exceptional work performance. Profit sharing, project bonuses, stock options and warrants, scheduled bonuses (e.g., Christmas and performance-linked), and additional paid vacation time is all monetary incentives. These have traditionally helped employees maintain a pleasant motivated environment.

2.2.4 Training Opportunities

The way a company trains its employees can have an impact on its efficiency (Iqbal et al, 2014, Padamanaban & Shakeel-Ul-Rehman, 2013; Elanga & Imran, 2013). Several training approaches can be utilized to improve employee job performance, which in turn improves the organization's overall performance. As a result, training techniques

can be a key influence in a company's performance, which merits research into them. Recent study has focused on the impact of human resource management and training strategies on organizational performance (Manning, 2015; Jayakumar & Sulthan, 2014; Treven et al, 2015).

Employee job satisfaction, as well as dedication and group empowerment, can all be improved through training (Voegtlin et al, 2015; Ajibade & Ayinla 2014; Sung & Choi, 2014). The application of current methods and new learning theories is a crucial aspect in training. Successful training necessitates the application of effective training methods capable of capturing employees' attention and increasing the learning process (Teck-Hua & Catherine, 2015; Mishra & Smyth, 2015; Alwekaisi, 2015). Attracting learners' attention in training is linked to an important issue that creates the foundation for the success of training activities, namely trainee attitudes about training techniques and outcomes. Positive attitudes about training techniques help trainees get the most out of their training (Nu'man, 2006).

The following factors were utilized in this study to examine differences in employee performance before and after training: quality/quantity of work, planning/organization, initiative/commitment, teamwork/cooperation, and communication (Paat and Rumokoy, 2015).

According to their findings, there is a considerable difference in employee performance before and after training in terms of quality/quantity of work, planning/organization, initiative/commitment, teamwork /cooperation, and communication. One of the most effective techniques for improving employee

performance is the training program. As a result, it is advised that Bank Indonesia's management improve the effectiveness of training and expand the variety of materials and modules offered in the program (Paat and Rumokoy, 2015).

2.2.5 Working Environment

Working environment is defined by Kohun (1992) as the totality of forces, actions, and other important elements that are currently and/or potentially influencing the employee's activities and performance. The sum of the interrelationships between people and the setting in which they operate is the working environment. "The ability to communicate information across enterprises depends on how the work environment is built to enable organizations to use the work environment as an asset," according to Brenner (2004). This aids in the improvement of organizational effectiveness and allows employees to benefit from collective knowledge."

Furthermore, he suggested that creating a work atmosphere that caters to employee pleasure and allowing free flow of ideas is a better way to motivate employees to increase their productivity. Working environment, according to Opperman (2002), is a combination of three key sub environments: technological environment, human environment, and organizational environment. Tools, equipment, technological infrastructure, and other physical or technical factors make up the technical environment. Employees are able to accomplish their obligations and actions because of the technical environment. Peers, individuals with whom employees engage, team and work groups, interactional challenges, leadership and management are all part of the human environment. This environment is created in such a way that it stimulates informal interaction in the workplace, hence increasing the possibility to share

knowledge and ideas. This is the foundation for achieving maximum productivity. Systems, methods, practices, beliefs, and philosophies are all part of the organizational environment. The organizational environment is within management's control. Workers will have little motivation in assisting those workers who are attempting to enhance quality under a measurement system where people are paid based on quantity. As a result, organizational challenges have an impact on staff productivity.

Employees can perform well in an appealing and supportive work environment by making the most use of their knowledge, skills, and competencies, as well as the available resources, to give high-quality organization service. The criteria are listed below, based on the findings of this study.

Supervisory Assistance

A supervisor is also referred to as a leader with expertise, a problem-solver, and a role model in the first level of organizational management (Adair, 1988; Nijman, 2004). As a result, as a seasoned leader, the supervisors were always involved in the training process. Establishing the objectives, selecting the trainer, generating lesson plans, selecting the program method and techniques to be used, preparing the materials, scheduling the program, and doing a training needs analysis are all part of the training program (Adair, 1988; Elangovan & Karakowsky 1999).

A supervisor could be a trainer to the employees, according to Rabey (2007), because the trainer will aid the employees in getting their job done by leading them through the operational process, particularly when it comes to a new operational procedure.

Although supervisor support can help employees perform better, there have been instances where supervisors have failed to support their staff. Miscommunication between employees and supervisors, for example, in terms of delivering job-related information or processes to employees (Harris et. al., 2000).¹⁷ In order to improve employee performance, both the employees and the supervisor must do their share, which is to commit to the relationship. If full dedication is given, it will result in positive results in terms of employee performance (Blau, 1964).

Assistance in the Workplace According to Rossett and Gauier (1991), the objective of job help is to steer and guide employees' performance. Job assistance is also beneficial in assisting employees in their performance. Duncan (1985) examined a military performance case involving the military's reliance on job aids between 1958 and 1972, which made a significant and beneficial contribution to military performance. He also asserted that, according to military studies, job help saved money without sacrificing staff productivity. Based on the work aid, there are three strategies to improve performance (Cavanaugh, 2004). The first method is through external assistance, which requires people to take time from work and hunt for a source to use as a reference for their employment. The second method is to rely on external assistance.

Extrinsic support refers to job assistance provided by the system itself. The third method is referred to as intrinsic support. An intrinsic support is an insider or software that is utilized to improve workflow efficiency. Physical Work Environment A person's physical working environment might determine whether or not they are a good fit for the workplace. An ergonomic workplace is another term for a physical work environment. Research into the workplace environment is required in order to

provide an ergonomic workplace for all employees. Employees will be less likely to suffer from nerve injuries if they have an ergonomic physical workplace at work (Cooper & Dewe, 2004). Furthermore, according to McCoy and Evans (2005), the features of the working environment must be appropriate so that employees are not stressed while completing their tasks. They also claimed in their essay that the physical factor plays a significant part in the development of the network and relationships at work.

Employee performance can be improved by five to ten percent by improving the physical workplace design at their company (Brill, 1992). Amir (2010) also addresses aspects relating to the working environment. The workplace layout plan and the office comfort are the two most important factors. According to Amir (2010), a physical workplace is an area within an organization that is set up in such a way that the company's aim may be met.

2.2.6 The Concept of Job Performance

According to Jalagat (2016), job performance examines the evaluating party's level of achievement of commercial and social objectives and responsibilities. According to Porter and Lawler, there are three types of performance (1968). The calculation of output rates is one concern. The second method of evaluating job performance is to compare individual performance to that of others. Self-appraisals and self-ratings are the third category, which are commonly used in goal-setting and organizational plan implementation.

In most cases, job performance is the result of primarily two interacting variables. The first is that an employee's abilities and talents are dormant. These might be passed

down the generations or earned through hard work. The other component is one's desire to put one's talents and abilities to good use in order to achieve a goal. As a result, the results of hard work will be determined by a worker's mental and physical effort in achieving a goal (Ek, & Mukuru, 2013).

2.2.7 Motivation

Job performance is usually the result of primarily two interacting variables, according to Sonnentag, Volme, and Spychala (2008). The first is that an employee's abilities and talents are dormant. These might be passed down the generations or earned through hard work. The other component is one's desire to put one's talents and abilities to good use in order to achieve a goal. As a result, a jobholder's mental and physical effort in achieving a goal will influence the outcomes of hard labor.

Motivation is a technique for establishing a high level of enthusiasm in order to achieve corporate goals, and it is accomplished by meeting certain specific requirements. Motivation is defined as the process of addressing individual employee needs or expectations in order to achieve the organization's primary objectives. Many scholars have defined motivation as a goal-directed behavior. Motivation is defined as "those psychological processes that cause the stimulation and persistence of goal-directed voluntary acts," according to Titi (2015).

To put it another way, a motivated individual recognizes certain goals that may be achieved through specific techniques and commits his or her efforts to accomplishing those goals. Employees are motivated to attain company goals as well as their individual desires and ambitions when they are motivated. It boosts motivation and

keeps the job momentum continuing, which enhances performance and productivity. Motivation influences one's lifestyle and routines, eliminates bad conduct, and establishes a psychological balance between personal progress and organizational stability (Biekowska, & Tworek, 2020). As a result, anyone is driven to become an asset rather than a liability. A lack of motivation has an impact on morale, enthusiasm, desire, ardour, and job commitment. Its presence is associated with increased productivity, serenity, happiness, positivity, and workplace morale (Ramos-Villagrasa, Barrada, Fernández-del-Ro, & Koopmans, 2019).

2.3 Theoretical Analysis

This section offers a critical examination of motivation theories as they relate to employee performance. Its goal is to evaluate the theoretical flaws and strengths, as well as their potential contribution to this research. Motivational theories are divided into two categories: content and process motivation. Process theories focus on how human conduct is motivated, whereas content theories focus on what. Various motivational theories have been examined extensively here, including Abraham Maslow's (1979) hierarchy of needs, which provides insight into personal behavior patterns.

Herzberg (1993), who studied job satisfaction, and McGregor (2008), whose theory X and Y suggests management styles that inspire and de-motivate employees, conducted other notable studies. Content theories such as Maslow's hierarchy of needs theory, McClelland's Need theory, Vroom VIE theory, Adam's equity theory, ERG theory, Herzberg's two factor theory, and modern theory of motivation were chosen as the most appropriate to be researched for the topic under review in order to understand

what motivates employees and how employees should be motivated. The study's foundation is based on Abraham Maslow's hierarchy of needs and McClelland's hypothesis (Campion & McClelland, 1993).

Content theories of motivation focus on individuals' apparent needs, drives, and wants, whereas process theories focus on the process involved when people make decisions about what they consider to be significant, (Cole, 2003). The first theories of motivation are content theories, which simply reflect what motivates people to perform effectively with vigor and humor. Maslow's hierarchy of requirements, Alderfer's ERG theory (Alderfer, 1977). McClelland's accomplishment motivation, and Herzberg's two-factor theory are the prominent content theories. They have a significant impact on the workplace, managerial practices, and policy issues.

Maslow's hierarchy of needs hypothesis: Developed by Abraham Maslow in the 1940s and 1950s, this is the earliest and most well-known theory of motivation. Maslow arranged these needs in a hierarchy, starting with basic psychological needs (e.g., food, water, shelter, sleep) and progressing to safety (a secure source of income, a place to live, health and well-being), belonging and love (inclusion into social groups, feeling a part of a community or a group, affectionate relationships), esteem (respect for a person as a useful, honorable human being), and self-actualization (individual's desire to grow).

Abraham Maslow's philosophy of employee motivation is based on human needs (1943). Because human beings are controlled by their personal wants, motivation begins with them. As a result, it encompasses a broader range of employee

motivation. A person climbs upwards from lower demands and then seeks a higher level of need satisfaction. The hypothesis also suggests that a person's ability to be motivated by money is limited (Drummond (2000). Each of these demands is met to a significant degree, the following one takes precedence.

In terms of motivation, the theory states that while no need can ever be totally satisfied, a partially met need no longer motivates. So, if you want to encourage someone, you must first figure out where they are in the hierarchy and then focus on meeting their wants or needs above that level. Maslow's need theory has gained widespread acceptance, notably among managers in the field. This is due to the theory's logical unity and ease of comprehension. The research, however, does not support this theory.

Maslow (1970) presented no empirical data, and various researches that attempted to validate the idea produced no conclusive proof. Employers can utilize Maslow's theory to plan and determine the proper rewards that will effectively encourage their personnel. The most important thing is to regard each employee as a distinct asset and to recognize that employee needs can change over time and from person to person. As a result, it's important to remember that employers have a critical responsibility to reassess their employees on a frequent basis to see if they're getting their requirements met at work (Vance, 2006).

McClelland's Need Theory: According to David McClelland (1961), any human action is governed by three needs: the need for power, the need for affiliation, and the need for achievement.

People who have a strong desire for power are more likely to use their power to influence and dominate others. They enjoy being in the spotlight and are excellent orators. They have a demanding disposition, assertive demeanors, and high aspirations in life. If they are given key or powerful roles, they can be driven to perform. People who are social by nature fall into the second type. They make an effort to associate with individuals and groups. They are motivated by religion and love. They enjoy creating a welcoming environment for themselves. They are motivated by social recognition and identification with others (Paulus, & Dzindolet, 2008).

The dread of failure and the challenge of success motivate people in the third sector. They have a modest need for achievement and set somewhat demanding goals for themselves. They have a methodical approach to life and take calculated risks. People are motivated to perform when they believe they have a chance of succeeding. The presence of these motives or drives in an individual, according to McClelland (1961), suggests a predisposition to behave in specific ways. As a result, knowing which need is dominant in any given individual has an impact on how that person can be motivated from the standpoint of a manager. The validity of McClelland's theory, on the other hand, remains debatable. It's unclear how some of the theories' metrics relate to one another, or how motivations have been converted into goals.

According to Conte (2007), motivation and performance can alter over time as one's personality and cognitive capacities change. Our theory is relevant to this study because it will disclose the identity and amount to which motivation is tied to organizational performance.

Maslow's need theory (1970) proposes that people value what they require (Locke and Latham, 2004), despite the fact that personality is a broad concept and motivation is a fundamental part of action. Motivation is an individual trait, yet it is influenced by both internal factors, such as personality, and external factors, such as environmental factors. Several personality traits are linked to job performance and can influence a person's ability to complete a task. This demonstrates the tight relationship between personality and motivation.

As a result, personality theories are heavily influenced by motivation theories. As a result, personality can be described as a person's behavioral and emotional characteristics that are consistent throughout time and in different contexts (Conte, 2007). Motivational tactics based on personality have always had a strong following. The strongest case for the importance of personality in motivation was presented by McClelland, and Patterson. (2002).

Existence, Relatedness, and Growth are the three basic categories that ERG theory divides human wants into. (It's worth noting that the theory's name is derived from the first letter of each requirement.) Maslow's belongingness wants are referred to as relatedness needs. Maslow's esteem and self-actualization needs correspond to growth needs. Existence needs encompass a person's physiological and physical safety requirements, such as food, shelter, and safe working environment.

A person's urge to communicate with others, get public attention, and feel safe around others are all relatedness needs (i.e., interpersonal safety). Growth needs include a person's self-esteem gained via personal achievement, as well as Maslow's concept of

self-actualization. However, according to ERG theory, an employee's behavior is driven by multiple levels of need at the same time. ERG theory incorporates Maslow's needs hierarchy model's satisfaction-progression process, as well as a frustration regression process in which persons who are unable to meet a higher need grow dissatisfied and regress to the next lower need level. Armstrong, (2001). If an individual's existence and relatedness requirements are met but his or her growth needs are unmet, the individual will get disappointed, and relatedness needs will resurface as the primary source of motivation. Although it hasn't been thoroughly tested, ERG theory appears to adequately explain the dynamics of human wants in organizations. It is less rigorous than Maslow's hierarchy in explaining employee needs.

Adam's Equity theory, Skinner's Reinforcement theory, Victor Vroom's Expectancy theory, attribution theory, and Locke's Goal setting theory are the primary Process theories of motivation. Process theories are interested in how motivation happens and how different processes can influence our motivation.

Equity Theory: According to Adams' equity theory, employees require justice at work and that their contributions be valued. Motivational variables like as achievement, recognition, the work itself, responsibility, progress, and growth influence employees' willingness to be a part of the organization. Supervision, working conditions, interpersonal relationships, income, and job stability are all hygienic considerations.

The judgment of the fairness, or impartiality, of the benefits they will earn is critical to the company's policies and profitability. An employee should be rewarded in proportion to the contribution he or she brings to the organization in a suitable setting.

Employees are motivated to maintain a balance between their inputs or help and their incentives in comparison to others (Robbins 2005).

When the employee discovers the ratio is unequal in comparison to others, however, stress arises. This tension is the source of motivation (Ramlall, 2004). Organizations should establish incentive systems that are perceived as fair and equitable, according to Adams, and adopt a compensation system that is congruent with what employees believe their worth to the firm is (Ramlall, 2004). This idea is relevant to this study because it demonstrates that employees might be highly motivated when they are treated fairly and without bias in the workplace.

Tolman and Honzil (1930) created the expectation theory to address human behavioral patterns. However, in regard to work motivation, Vroom American Psychologist (1964) extended that theory into a more methodical way. According to the hypothesis, humans act in accordance with their cognitive expectations that a particular conduct would lead to a specific outcome. It serves as a discussion forum for a variety of employee behaviors, including motivation, absenteeism, presenteeism, performance, and career advancement.

According to the theory, work motivation is governed by two factors: first, the relationship between effort and performance, and second, the desire for varied work outputs associated with varying levels of performance. As a result, motivation that leads to job satisfaction is a function of the link between an individual's effort, performance, and the desirability of job-related consequences (Lawler,1973,Vroom 1964). As a result, workers are influenced by the outcomes of their actions, and each

individual's behavior expectation leads to a certain outcome. The idea recognizes the unique values that each individual places on predicted outcomes, and it is implausible that the same outcome will be valued similarly by all individuals.

Goal Theory: The goal theory states that motivation is driven by a desire to achieve a certain goal or purpose. The objective serves as a motivator. When employees achieve personal or company goals, they are happier and more motivated. As a result, working for a specific objective is a motivator in and of itself (Lock, 1968). In his research, it was discovered that when some specified targets were set to be difficult, performance improved dramatically. Desires and ambitions to reach predetermined goals instill a sense of commitment, resulting in goal-commitment. One should feel dedicated and, above all, obligated to own the goal rather than feeling compelled to do so by others. Set goals that are attainable, reasonable, and consistent with the organization's mission and vision. This theory is appropriate in our situation because many employees collaborate with their supervisors to reach their annual set goals through performance review methods (OPRAS).

The Attribution Theory divides behaviors into two categories: externally caused and internally induced. It implies that we may assess other people's actions by giving meaning to them based on their internal or external triggers. Internally induced behaviors are said to be under personal control, as if the person has committed to acting in that manner. Externally induced behaviors are caused by variables outside of one's control, such as interactions, exposures, and environmental influences. As a result, different motivational values are assigned to both behaviors. The theory is related to accomplishments because under internal encouragement, one might choose

to struggle positively and attain one's goals. Similarly, allowing external pressures to override one's aims will lead to the conclusion that one is not strong enough to overcome the obstacles to success.

Reinforcement Theory by Kaplan, & Anderson, (1973) asserts that a given conduct is the function/outcome of prior behavior's consequences. In the past, most behaviors were influenced by positive reinforcement through incentives or negative reinforcement through punishments, both of which had disastrous consequences in the current scenario. Unlike the attribution theory, this theory is linked to learning theory, and in many circumstances, most behaviors are influenced by factors beyond of one's control. This approach is more concerned with the control over actions than with what actually motivates behaviour. Employees may be influenced by their activities at work in some situations, or certain behaviors may persuade them to behave in a certain way regardless. It is important to note, however, that no single motivation theory can account for all facets of people's motivations or lack thereof. Each theoretical explanation can serve as a foundation for the development of motivational tactics.

2.4 Motivation Methods

To say the least, Dennis, and Moré,(1977) argue that there are a plethora of strategies for inspiring staff. To encourage its staff, any organization may choose to utilize a method that it believes appropriate and appropriate for the conditions. What important is how such motivators are received and accepted by employees themselves. Many firms are undergoing restructurings these days, and as a result, job design provides opportunities for flextime and leisure in job performance. ICT has brought about innovations that allow job performers to execute their jobs online and in person.

Appropriate reward systems have improved productivity, employee retention, and job performance.

2.4.1 Rewards

When those who accomplish high levels of performance are rewarded, they can become a powerful tool for encouraging the desired behavior to continue (Locke and Latham, 1990). External rewards at work include incentives, perks, and other monetary types of compensation. Managers commonly employ such external prizes as motivators. However, according to Herzberg (1968), motivation originates from the activity itself, and extrinsic rewards are simply satisfiers or dissatisfiers.

Managers who believe their staffs are unmotivated should reconsider the company's reward structure (Robbins, 2003). Managers must strike a balance between an employee's base pay, benefits, and other outside incentives. These give employees with a fair, competitive, and measurement-based reward program. Employees who are motivated will be able to meet the needs of customers and work together to reach the company's aim (Bowen, 2000).

However, not all benefits come from outside sources. Internal rewards can come from a sense of accomplishment, achieving a degree of quality and success, or progressing toward a goal. When achievement is attributed to the individual rather than external causes, there is a higher level of satisfaction. Because difficult goals are achieved less frequently, they may lead to higher levels of satisfaction than easier goals (Locke and Latham, 2004). Our mechanism is relevant to this study because it demonstrates that external rewards, such as pay, perks, and other incentives, have a role in employee motivation at work.

2.4.2 Empowerment

Employees have complete autonomy and control over topics that affect their well-being as a result of this. Employees are given the power to discuss and determine the final results toward organizational efficiency, and decision-making procedures are spread to the bottom. Employees can also be flexible in attending to their responsibilities when it is really difficult for them to do so.

This reduces the need for extensive supervision, control spans, and unneeded frustrations. It boosts employee morale and instills drive in the entire management team. Line employees can be given the authority to reorganize working hours, including shortened weeks, extra hours, overtimes, and any job redesign, at their discretion, without impacting service delivery or productivity. Giving individuals more responsibility and decision-making authority increases the mandate of control over their duties, according to Coates et al. (1994). As a result, the frustrations that come with being accountable are reduced. As a result, energy is shifted from self-preservation to task completion.

2.4.3 Learning and Career Development

Having a solid training program in place, where employees go through trainings to learn new skills, refresh their thoughts, become more familiar with changes, and move to higher positions, is also stimulating and hopeful. At both a personal and organizational level, the acquired knowledge and abilities are beneficial. Fresher courses, exchange programs, seminars, workshops, and other defined schedules can help to minimize fatigue, anxiety, and increase one's expertise and skills to manage one's job effectively. As a result, the task at hand gains worth, and the workplace

drives the employee, who feels compelled to stay with it for the rest of his or her career. It is critical to keep knowledgeable and capable personnel on board. As a result, if the body of knowledge learned can be applied to the task to be done, then the employee and employer will find the acquisition of that knowledge to be valuable (Coates et al, 1994).

2.4.4 Monetary Incentives

Money does, in fact, have a high monetary worth. Money-based rewards are highly valued since they have higher exchange values and purchasing power. Companies may have procedures in place to reward their staff with monetary bonuses or annual dividends to shareholders, which, when combined with other incentives, inspire personnel. The difficulty with this resource is that it must be distributed fairly and evenly to the majority of employees in order to avoid demoralization and bias. Money incentives, according to Coates (1994), might be detrimental if they are not made available to all members of the organization. Money incentives, on the other hand, are transient, and once spent, they are no longer considered commendations for exceptional achievement.

2.4.5 Non-monetary Incentives

These contain a number of awards presented in recognition of outstanding achievement and deeds. They could be for award certificates, rewards, treating staff with civility, appreciations, and recommendations, among other things. These motivators improve employee morale and motivation to work. A corporation that has such measures in place for rewarding top performers thrives in productivity and keeps its personnel for longer. It makes you feel good about yourself and gives you a sense

of accomplishment. Non-monetary incentives improve teamwork, encourage participation in the workplace, and establish a sense of fairness and respect. Finally, the most effective employee motivator may be a program that combines monetary reward systems with intrinsic, self-actualizing desires (Coates et al, 1994).

2.4.6 Creativity and Innovations

According to Suriyamurthi, Velavan, and Radhiga, (2013 Employees' ability to think, innovate, and come up with fresh constructive ideas on how to accomplish a work better provides value, builds team spirit, and drives them. Employees should be able to express their positive opinions and provide suggestions on how to complete a task in good firms. Most of the time, power is delegated to the bottom, and top management simply has supervisory and managerial responsibilities. Employees that have a better understanding of their employment are better able to design better methods, products, and services. This power-sharing arrangement inspires all line employees and instills a sense of responsibility in job performance.

2.4.7 Motivation in the Public Sector

Tanzania's public service management faces a variety of difficulties. Through its official structures, the government employs a large number of people. In 2018, the public sector employed 18,000 people (NBS, Report 2018). The most difficult is determining how to encourage government staff. For the past few years, Tanzanian public service has been hampered by low wages, and efforts have always been made through labor organizations to negotiate better pay terms. The working environment is particularly unfavorable; in rural regions, there is insufficient housing, facilities, and infrastructure, and no allowance is offered to help workers augment their income. In

his study on employee motivation in rural local government areas, Njunwa (2017) uses empirical evidence from Morogoro District Council to demonstrate this. However, it is emphasized that in Tanzania, there is a perceived inequity in working conditions between rural and urban locations.

Medical treatment, sanitation, and clean and safe water are also in short supply. Employees spend a lot of time walking several miles to get to their workstations. There are no transportation facilities available to support such employees in a difficult setting. Instead of being used to support their livelihoods and make life investments, the monthly cash earned by these workers is used to overcome life obstacles. The government implemented numerous reform projects in the early 2000s to help solve these difficulties in the public sector. Local government authorities, for example, have implemented reforms ranging from capacity building to institutional assessments. Zonal reform teams were established to monitor the performance of local government bodies on a regular basis. Following close follow-ups and deliberations by several committees appointed by the president, the minimum wages were improved over time. These teams were tasked with researching and inquiring into better ways to govern public service in Tanzania. In previous years, we have seen consistent annual increases in worker salaries and pay.

However, it has been almost five years since there has been any statutory salary increase. Public employees are dissatisfied with the current trend. Worse, job security is now in peril because political officials have been witnessed irritating staff with technological abilities and knowledge at any time, compelling them to retire, be suspended, or be placed in detention. This is in violation of the Employment and

Labour Relations Act No. 6 of 2004 and the Rules for Code of Practice that followed in 2007. Unions have been harassed and rendered powerless. Employers' and employee representatives' bargaining authority has quickly erode

2.5 Empirical Review

In this context, motivation is defined as an economic tool that allows managers and administrators to hire others to help them meet predetermined goals. According to Taylor et al (2021), who conducted study on the evaluation of factors that influence teacher performance, this is true. A total of 86 people were involved in the study, which used a questionnaire technique. The data was examined using the Statistical Package for Social Science SPSS, and the study concluded that no single person can motivate others; instead, they can only create conditions in which others can be self-motivated.

Motivated personnel are more likely to play important roles inside a business, making such responsibilities both necessary and valuable. According to Kasasuro (2015), motivating staff is a difficult endeavor. Employees are likely to be motivated in a variety of ways depending on their position within the firm. For example, one person may be driven by being given multiple duties and being able to make quick judgments in the event of a crisis, but another may prefer monetary incentives.

However, according to Maryam (2020), the existence of any organization is influenced by a number of aspects, the most essential of which are labor, machinery, and capital. The most significant and effective factor among these is labor, or human resources, because labor is the primary source of efficiency for equipment, capital,

materials, and other factors. One of the most pressing concerns confronting businesses today is establishing long-term processes that instill in employees a desire for success and long-term sustainability.

Individual capability and environmental fitness, as well as motivation, all have a role in job performance. Individuals must first decide to accomplish a work and have the necessary materials and tools to complete it in order to acquire high levels of motivation. Each of these is likely to have a negative impact on performance. As a result, employers must guarantee that the aforementioned standards are met. People are distinct and, as a result, act in diverse ways for various reasons. Even if people have the same motivations and goals, their levels of motivation vary. What is inspiring to one person or group may not be motivating to another person or group. In other words, the most essential aspects impacting motivation are the individual's capacity and the setting in which he or she performs (Masalu, 2015).

Nnubia (2020) the effect of monetary incentives on employee performance in manufacturing enterprises in Anambra State was investigated by study. The study used a survey research approach. This research was carried out in Anambra State's three senatorial zones. Data was gathered from both primary and secondary sources. The study's population is made up of 1,019 employees from various industrial companies. The sample size of 287 manufacturing enterprises was determined using Taro Yamane's method, and the sampling technique was stratified sampling, with the questionnaire as the study instrument for data collection. The Pearson product moment correlation coefficient formula was used for test of hypotheses. The study

revealed among others that there is a significant positive relationship between salary and wages and workers performance and there is a significant positive relationship between commission and workers performance. The study concludes that monetary incentive stigma is seen as one of the most important strategies in the human resource management function as it influences the productivity and growth of an organization.

Another argument Kohn makes is that monetary incentives can be utilized to avoid workplace difficulties. Incentives to increase sales, for example, can be used to compensate for poor management. Employers may also utilize monetary incentives as an extrinsic motivator rather than an intrinsic one. In other words, associates are motivated to do things solely for monetary gain rather than for the sake of doing the right thing. Because they are turned from coworkers to competitors, this can disrupt or end strong connections between associates, which can swiftly upset the office environment (Nnubia, 2020).

Previous research on the impact of incentives on survey response rates has been undertaken on a variety of groups, including people in general, employees, residents, households, businesses, patients, health professionals, consumers, and students. However, none of the research that we are aware of focused on vulnerable children and youth.

While significant research has been done on the effect of incentives on survey response rates, there has been little emphasis paid to the effect of incentives on response distribution. That is, whether the incentive affects the treatment group's response in comparison to the control group. Incentives can alter the response

distribution in two ways: indirectly by affecting the demographic factors of the study sample, such as gender and age, and directly by affecting the respondents' attitudes. There's a chance that respondents who get an incentive are more inclined to give favorable answers than those who don't.

Al-Nsour (2012) investigated the link between employee incentives and organizational performance in Jordanian colleges. This research intends to determine the role of Jordanian universities in addressing the societal demands of its employees, as well as the incentives method that has been applied and the level of performance in Jordanian universities. For descriptive analysis, the Statistical Packages for Social Sciences (SPSS) application was utilized. For the purposes of this study, five universities were chosen. The major findings indicate that employees are given with an acceptable degree of incentives. Financial incentives came in first, followed by moral incentives in second. There was also a high level of organizational performance discovered. Customer satisfaction came in first, with internal company processes coming in second and learning and growth coming in third. Financial and moral incentives have a relationship with organizational performance, as well as financial and moral incentives with internal business processes and customer satisfaction. Moral incentives have an effect on learning and growth, but there is no link between learning and growth and money incentives.

Many studies have been provided in the literature in order to evaluate the performance of people and organizations, as well as the function of incentives (Kumburu, 2020). One of the most important concepts created in this discipline is agency theory. The data reveal that a wide range of financial incentives are used, and that the level of

financial incentives supplied to employees is acceptable. Furthermore, some financial incentives supplied to employees were found to have a favorable link with organizational performance, while others did not appear to have an impact.

However, the calculated correlation coefficients were low, indicating that there may be other factors influencing organizational effectiveness besides financial incentives. Employees are motivated to behave in their own best interests, who are often at odds with the organization's, according to this idea, and this is an example of a moral hazard (Eisenhardt 1989). It's worth emphasizing that organizational success and efficiency are linked to shared goals and ideals. When it comes to monetary incentives, one of the most important theories is performance-based pay (PRP), which, unlike a mechanism that pays a bonus based on seniority, is a tool capable of raising employee engagement and performance.

Falola et al. (2014) conducted a research of selected government parastatals in Ogun State, Nigeria, to assess incentive packages and employee attitudes toward employment. For this study, a descriptive research method was used, with 120 valid questionnaires filled by employees of four (4) selected government parastatals in Ogun State, South-West Nigeria, utilizing a stratified and systematic sampling strategy. To display the raw data in an understandable way, the data was thoroughly evaluated using percentages supported by standard deviation.

The findings reveal that there is a strong link between incentive packages and employee attitudes about work, and that current incentive packages are unsatisfactory. According to the findings, there is a strong relationship between the tested dependent

variable and the independent construct. An investigation of the "effect of incentive and recognition programs on employee motivation and satisfaction" was conducted by Ahmed and Ali (2008). The research method was exploratory. The study's sample consisted of 80 employees from Unilever enterprises, and the data gathering technique was a questionnaire. The data was analyzed using Pearson's correlation to establish the degree of association between reward, satisfaction, and motivation. The main findings revealed a link between rewards and job satisfaction as well as motivation. Payment 86 percent, advancement 74 percent, working conditions 61 percent, and personal 37 percent were cited as factors affecting satisfaction.

According to the findings, there is a link between reward and employee satisfaction. More research on the 'effect of reward and recognition on motivation and happiness for varied categories of people,' such as gender, race, and handicap, is needed, according to the researchers. In Nigeria, Abubakar (2013) investigated the financial well-being of employees as well as the profitability of banks. The impact of employees' monetary motivation on bank profitability in Nigeria is examined in this study. Data was gathered from secondary sources and the study used historical and descriptive research approaches. Correlation and regression analyses, as well as a t-test of significance, were used to assess the data. Employees' monetary motivations have a major impact on the profitability of Nigerian banks, according to the research.

Duberg and Mollen (2010) investigated reward systems in the health and geriatric care industries. The study's problem was to determine how reward systems in health and geriatric care are designed, as well as if current reward systems have an impact on care quality. The goal of the thesis was to learn more about reward systems in health

and geriatric care, including how they are constructed and what effects they have on health and geriatric care quality. The technique used a qualitative approach, with six leaders from both commercial and governmental institutions being interviewed. Four of the leaders worked in health care and two in geriatric care. The theoretical framework was developed using research on motivation and reward systems. In addition, material about wage circumstances in the health care and public sectors was used. The findings revealed that while compensation is an important part of the reward system, other incentives such as bonuses and stock options are more likely to create a pleasant work environment and happy employees than to inspire people to be more efficient.

Due to a lack of resources and complex huge organization structures with old traditions, the conditions for working with reward systems in the public sector are constrained. This needs to be rethought in order to function with well-designed reward systems like those found in private care firms. Further research is needed, according to the researcher, to compare and investigate the influence of a reward system on an organization vs one that does not. At Volvo Car Corporation, Baxelsson and Bokedal (2009) conducted a study on rewards - motivating different generations. A case study of Volvo Car Corporation in Göteborg served as the basis for the thesis. Twenty interviews with firm managers provided empirical data.

The main findings revealed that while tough work and non-monetary benefits inspire managers, bonuses and stock options do not. Titles aren't particularly motivating. Opportunities for advancement, on the other hand, are inspiring for both generations. There are generational variances, according to the findings. Salary, on the other hand,

was valued equally by both generations, as were non-monetary awards. The authors suggested that more research be done on reward systems and how they affect other intriguing factors like as gender and life stage.

Onu, Akinlabi, and Fakunmoju (2014) investigated the motivation and job performance of non-academic personnel in Nigerian private universities, focusing on Babcock University. The data for the study was gathered via a well-structured questionnaire distributed to university personnel. The researchers used regression and correlation analysis to see if salary, recognition, and incentives improve employee work performance. The study's findings revealed that there is a strong positive association and significant effect of incentive, remuneration, and recognition on job performance, and that the incentive motivational component has the biggest contribution to boosting the job performance of Babcock University employees.

Muogbo (2013) investigated the impact of employee motivation on organizational performance through a case study of a few selected companies in Nigeria's Anambra state. To answer three research questions provided for the study, descriptive statistics (frequency, mean, and percentages) were used. The three hypotheses that led the investigation were tested using the spearman rank correlation coefficient. The investigation revealed that there is a link between employee motivation and organizational performance. Extrinsic motivation provided to employees has a considerable impact on their performance, according to the research.

Furthermore, firms are increasingly required to build incentive systems that would push employees to work harder and faster. Employees' efforts are channeled towards

the achievement of the goal by effective incentive schemes (Mujtaba et al., 2010). In general, a monetary incentive plan (payment or program) is any form of compensation meant to acknowledge a specific achievement by an employee. The possibility of receiving an incentive payment is supposed to "trigger" the desired performance behavior in the employee. While there have been a number of interventions to ensure efficient and effective organizational performance, such as improving reward management systems, improving communication systems, and capacity building programs, among others, these have met with great success in other settings, such as the manufacturing sector. Niki, Nili, and Nilipour (Ong and Teh, 2012; Niki, Nili, and Nilipour, 2012). Incentives, as they are commonly referred to, should be matched with behaviors that aid in the achievement of organizational goals or performance. Individual or group incentives are available (organization wide).

Furthermore, monetary awards are frequently regarded as a representation of one's social position and recognition of one's personal achievement (Trank, Rynes and Bretz, 2002). In conclusion, monetary incentives can boost employee motivation and performance because they can meet a variety of low- and high-value objectives. Effect of monetary incentives on worker performance: a study of selected enterprises in Anambra state high-level needs, Dike Lotanna et al (Long and Shields, 2010).

Financial incentives are used in this study to encourage employees to enhance their performance by increasing effort and output and creating better results, which are expressed in terms like profit, productivity, sales turnover, cost reduction, quality customer service, and on-time delivery. This monetary reward is given in exchange for achieving a certain level of contribution or output. In terms of monetary

compensation, the emphasis is on equity, as in compensating people according to their just deserts. For example, monetary incentives enable employees to improve the well-being of their families and pay for leisure activities with friends and coworkers, so aiding in the satisfaction of the higher-level need to belong in groups. Employees can also use monetary incentives to buy status symbols like larger residences (filling a higher level desire for respect from others) and to pursue training, development, or higher education (satisfying the higher-level need for achieving mastery). Theoretical research Wage and salary levels, as well as their impact on employee performance While many workers report that their productivity is driven by job satisfaction and a sense of purpose, compensation plays a significant effect in how well your staff perform.

Workers have a variety of motivations for going to work every day, but monetary reward is usually at the top of the list (Linda, 2016). Wage determination is a major problem in labor economics, and a long tradition has emphasized the firm's wage policy (Paul, 2009). The goal is to structure compensation optimally in order to maximize worker productivity, while also realizing that in competitive employment markets, outstanding individuals must be rewarded and kept. Money is a powerful motivator for many people. It is argued that the majority of people who obtain a higher degree are dissatisfied with their jobs.

As a result, businesses must devise a good compensation plan in order to keep and inspire their staff. The wage a worker receives from his company might have a significant impact on his administrative performance. A worker's wage is more than just a number; it represents the value his employer places on him as a worker. The

amount of gratitude someone receives can have a significant impact on his overall success (Laura, 2016). Despite the fact that psychologists recognize the intrinsic worth of labor for humans and the positive impact it has on their well-being, the rational economic behavioral model that underpins labour economics equates effort with disutility.

As a result, economists assume that monetary incentives motivate employees (Alex, Babatunde and Rob, 2010). The wage a worker receives from his company might have a significant impact on his administrative performance. A worker's wage is more than just a number; it represents the value his employer places on him as a worker. The amount of gratitude someone receives can have a significant impact on his overall success (Laura, 2016). Despite the fact that psychologists recognize the intrinsic worth of labor for humans and the positive impact it has on their well-being, the rational economic behavioral model that underpins labour economics equates effort with disutility. As a result, economists assume that monetary incentives motivate employees (Alex, Babatunde and Rob, 2010). The general office morale is low when a corporation does not pay its employees well. To make ends meet, many people may need to take on a second job, leaving them exhausted, overworked, and dissatisfied. Workers have little motive to achieve norms, and absenteeism is common.

As a result, performance rates are often poor. Employee turnover is generally significant in these businesses, as people do not want to work for a company that pays below industry standards. According to Meyer et al. (2001), a well-designed pay package will increase productivity by attracting higher levels of talent, increasing effort, and reducing attrition.

Bin Atan and colleagues (Bin Atan et al, 2015) investigated the impact of staff training on work performance. The research was conducted at a Malaysian small and medium business (SME). The study looked into how the company's employees' job performance was affected by their training. Training and employee job performance are two functional areas that have been investigated in relation to the organization chosen for the study's successful human resource management methods. 85 employees from the company's various manufacturing units volunteered to take part in the poll by filling out a questionnaire. According to the study's findings, there is a strong link between good training and employee job performance.

Nnaji-Ihedinmah and Egbunike (2015) investigated whether there is a link between the rewards system and employee performance. More precisely, the research will look into the impact of intrinsic and extrinsic rewards on employee performance. Design/Methodology: Employees of commercial banks in Awka Metropolis were given a questionnaire in the likert-scale style. The questionnaire was presented and analyzed using descriptive statistics, regression techniques, and two-way ANOVA. Findings: The empirical findings revealed that there is a link between rewards and employee performance, and that the impacts of intrinsic and extrinsic rewards on employee performance differ significantly.

Diamantidis and Chatzoglou (2014) used an integrated research model that combined the main factors that the existing literature has shown to be related to training transfer, as well as examining the relationship between training transfer and operational performance, to investigate the medium- to long-term effects of training programs on firms. The study's transfer factors were the training design, trainee selfefficacy, and

work environment. The validity of this model is investigated by using structural equation modeling to analyze data from 126 employees who took part in various training programs at a variety of Greek companies. The findings show that the design of a training program, as well as trainees' self-efficacy and post-training behavior, had the greatest impact on post-training job performance. Al-Awawdeh (2011) conducted a study with the primary goal of statistically analyzing the relationship between a training approach and staff performance. The study's goal was to determine the possible impact of key personnel's performance, which had been identified in the theoretical section. The independent variables of training system, training, and obstacles were examined using the SPSS simple regression approach. Out of 651 administrative department employees at Al al-Bayt University, a sample of 120 was chosen. All independent variables had statistically significant influence on performance, and morales had a statistically significant effect. The transaction effect on the two independent performance indicators was also positive.

According to the findings, scientific approaches are needed to evaluate the training needs of Al-Bayt University employees, as well as work on developing training programs that focus on obstacle practice and resolution. The study's recommendations included designing training programs in light of global developments that provide learners with training chances to address what may arise as a result of changes in the globe, which may necessitate retraining from time to time.

2.6 Research Gap

Various motivation research, theories, and reports are based on what may be effective motivators for improving employee performance. Several studies have been

undertaken on motivating elements for workers and organizations/institutions, such as Njunwa's (2017) research on employee motivation in Tanzanian rural local governments: Empirical evidence from Morogoro District Council, Lyimo, (2014), in his journal based on an analysis of Teachers' Low Payments in Tanzania-a Case Study of Public Secondary Schools in Moshi Rural District, Sara., et al (2017) with work on the influence of motivation on job performance, a case study on the University Technology of Malaysia-all of these raised concerns about the importance of motivation as a key factor in improving job performance in any business.

At DAWASA, there is less study on motivation packages, which raises worries about themes such as motivating packages for employees and their effects on individual job performance. As a result, the goal of this research is to close a knowledge gap on assessing employee motivation at DAWASA, which has unique challenges and is located in a unique geographical location in Dar es Salaam.

Specific drivers of motivation include monetary and non-monetary elements (compensation or salaries, bonus, financial incentives, profit sharing, stock option) (status, appreciation, recognition, delegation, working condition, job enrichment, job security, free lunch).

2.7 Conceptual Framework

In contrast to institution/organizational approaches to workers, the conceptual framework for gauging employee motivation DAWASA is based on self-regulatory perspectives for employees. Employee motivation is an independent process that contributes to the achievement of individual and organizational goals. This suggests

that institutional aims are inextricably linked to individual personal aspirations, and that motivating factors influence employee performance (Sara et al., 2017).

In any organization, the presence of motivating packages benefits employees and encourages enthusiasm for assigned responsibilities. This necessitates collaborative work strategies and efforts. Joint coordination, on the other hand, should be linked to the existing incentive packages provided to employees in their respective work environments.

Independent Variables

Dependent Variable

Motivational Packages

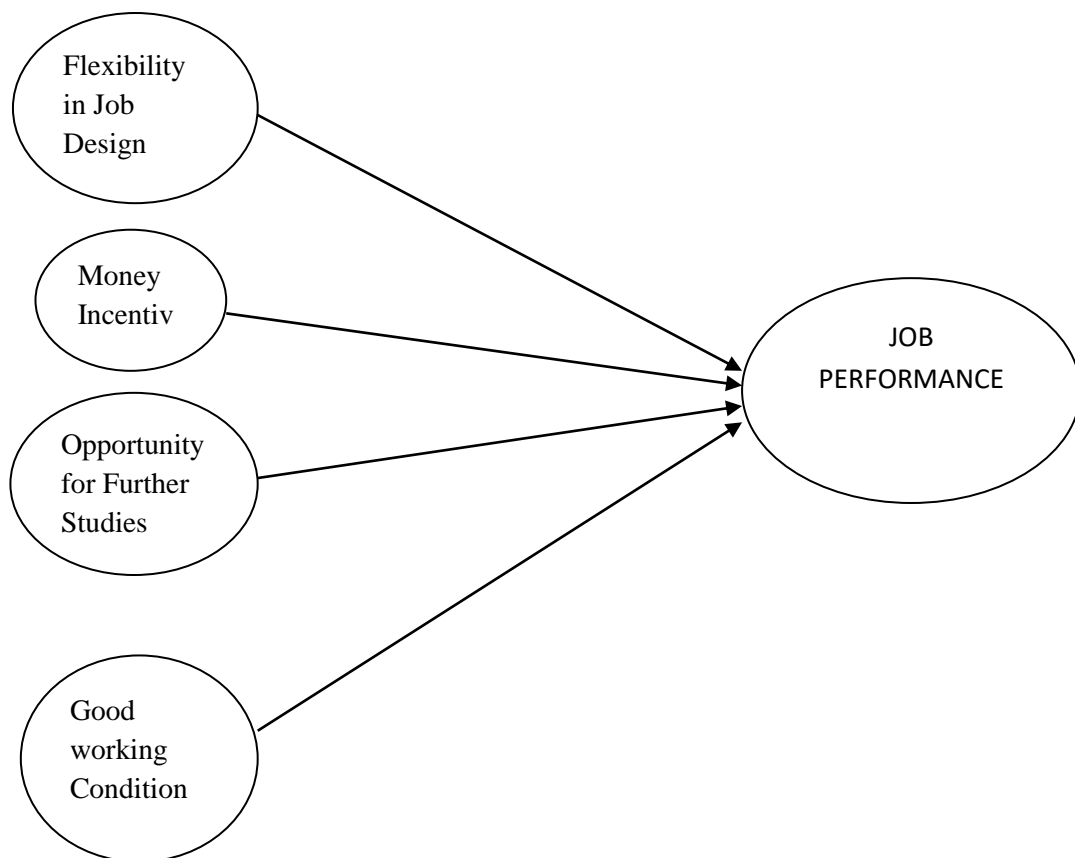


Figure 2.1: Conceptual Framework

Money incentives, fringe benefits, job design flexibility, training and seminars, a decent working environment, and working facilities are among the motivating aspects that, if taken into account by any institution, can lead to an employee's greater job performance in a particular role. Njunwa (2017) emphasized the importance of motivating variables in Tanzanian local and rural government by demonstrating their impact on employee work performance. Furthermore, Badubi (2017) asserted that a lack of motivation results in poor performance. The goal of this study is to evaluate the available motivating packages DAWASA and determine the influence of these packages on employee work performance in the available institutions. This is due to working tactics that meet employees' demands and make them rationally happy, as seen in the Figure 2.1.

2.8 Theoretical Framework

Motivation is a necessary feature for accelerating work activities and encouraging any organization to improve its performance. Various motivational theories based on content and process motivation were used in this investigation. These theories are philosophically based as major factors of motivation for both employers and employees in commercial and public organizations. Although these theories have been criticized for lacking the ability to substantiate their claims, they are a necessary foundation for any organization that strives for excellence (Herzberg, 1968; Robbins, 2005; Kalim, 2010). As a result, I am hopeful that by adopting these theories, we will be able to examine the performance of employees at DAWASA and design effective strategies for motivating employees and guiding their behavior toward organizational development.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Overview

This chapter covers the following topics: the study's location, population sample, research design, research philosophy, research approach, data collection procedures, data processing and analysis methods, research schedule, and overall budget.

3.2 Research Philosophy

This is a research guiding principle or a general idea of what constitutes good research. According to Mackenzie and Knipe (2006), there are three sorts of research philosophies: positivism, Interpretivism, and critical thinking (pragmatism). Positivists believe that good research should be carried out autonomously. This is mostly utilized in quantitative and descriptive research.

The second group of interpreters believes that a good study is one in which both respondents and researchers may influence the outcomes. You are free to interpret the research findings in whatever way you like. Interpretivism is the term for this approach, and it works well in qualitative research. Finally, the use of both positivism and Interpretivism is defined as pragmatism. It works well in mixed-methods studies.

The researcher had no control over the research's outcomes, and the research itself was capable of evaluating ideas and hypotheses in regard to motivational packages that effect employee performance, which necessitated active engagement from the respondents. Overall, this paper used both components of positivism and interpretivism, with appropriate technique selection and execution.

Positivism is a philosophy based on the belief that only "factual" information received by observation (the senses), including measurement, is trustworthy. In positivist investigations, the researcher's role is limited to data gathering and objective interpretation. In these types of studies, the findings are typically visible and measurable.

Positivism is based on measurable data that can be quantitatively studied. According to one source, "as a philosophy, positivism is in conformity with the empiricist view that knowledge originates from human experience." It takes an atomistic, ontological view of the universe, viewing it as a collection of distinct, observable elements and events that interact in predictable, predictable, and regular ways.

Furthermore, the researcher is distinct from the study in positivist studies, and there are no protections in place to protect human interests. According to Crowther and Lancaster (2008), positivist studies often employ a deductive methodology, whereas inductive research is associated with phenomenology. Furthermore, positivism emphasizes the importance of facts in study, whereas phenomenology emphasizes meaning and allows for human interest.

3.3 Research Approach

These are the research strategies and plans that were used during the study. There are three types of research approaches: quantitative, qualitative, and hybrid research. Quantitative research employs statistics and is governed by positivism as a research philosophy. It employs questionnaire and survey research methods. Based on statistical computations and conclusions, data is translated into numerical forms.

The use of words in a qualitative method is combined with constructivism and transformative perspectives. Interviews, focus group discussions, non-participant and participant observations are all used in a qualitative method. Mixed research is when the two methodologies are combined in a single study. Both methodologies were used in this study, with the questionnaire method being the most extensively used, and interviews being used in some cases. The philosophy of pragmatism corresponds to mixed research. In the majority of studies, qualitative and quantitative approaches are used, and they frequently interact in data processing and findings. The procedures utilized to acquire information and data from the field are the only distinction between qualitative and quantitative research.

3.4 Research Design

Descriptive and cross-sectional data were employed in this investigation. A cross-sectional study (also known as a cross-sectional analysis, transversal study, or prevalence study) is a form of observational study that examines data taken from the general public, or a representative subset of the general public, at a single point in time. Cross-sectional studies employ novel data collection techniques, such as historical inquiries, but they typically rely on data collected for other purposes (Kothari 2004). The descriptive and cross-sectional study survey was effective in obtaining an acceptable representative number of respondents.

3.4.1 Study Area

The impact of encouraging packages on employee job performance will be demonstrated using the DAWASA case study. Tanzania's government established the National Urban Water Authority in 1981 and tasked it with establishing and

maintaining the country's mainland urban water supply. NUWA, which was founded in 1984, aims to take over and reform all of Dar es Salaam's metropolitan districts' water supply systems. The government restructured NUWA in 1997, combining NUWA's functions with the sewerage functions of the City Commission's Sewerage and Sanitation Department (DSSD) to become the Dar es Salaam Water and Sewerage Authority. Under the DAWASA Act, DAWASA was tasked with building, operating, and maintaining water supply and sewerage systems in Dar es Salaam and its satellite cities of Bagamoyo and Kibaha. Dar Es Salaam, Kibaha, and Bagamoyo, as well as the corridors of DAWASA's two transmission lines, make up DAWASA's operational area. The Dar es Salaam Water Supply and Sewerage Authority is responsible for providing water to its 100,000 customers across its service area. In Dar Es Salaam, DAWASA also provides sewerage services to a small number of customers (about 20 000).

As a result, DAWASA personnel deal with the use of public utilities such as water, sewerage, and sanitation. Their role comprises, like any other public utility service, performing one of the government's primary objectives of delivering good services. That is why DAWASA was picked as the study's focal point.

3.4.2 Study Population

The study population is based on the number of workers at DAWASA, from all sections totaling 2300. However this study will only deal with permanent full time contracted staff that is about 1500. The rest are temporary staff who will not be part of this study.

3.4.3 Sample Size and Sampling Techniques

The sample size is the number of persons chosen to represent others from the overall population. Convenience sampling and purposive sampling approaches were used to estimate the sample size. Convenience sampling is a type of non-probability sampling method that collects data from people who are readily available to participate in the study. The value of key informants in providing insight information on the phenomena under inquiry was determined by purposeful sampling. The sample size for this study was also estimated using Yamane's (1967) formula, as shown below: $n = N/1+N(e)^2$

Where N- presents the entire population

n- Presents the sample respondents

e - Presents the sampling error (0.05),

From the study area $N=1500$, whereas, $e= 0.05$.

Therefore, $n = N/1+ N (e)^2$

$$n = 1500/1+1500(0.05)^2$$

$$n = 1500/4.75$$

$$n= 316$$

Therefore Sample Size is **316**

According to Kothari (2008), for social science investigations, samples with 60 figures or more are good examples of a representative sample. As a result, my 179-person sample had a better chance of succeeding in my research because it was chosen based on a variety of variables including education, gender, work experience, and age.

3.5 Data Collection Techniques

The secure gathering of information from individuals for research purposes is referred to as data collection techniques (Kothari, 2004). The study relied on original data gathered through questionnaires and interviews in the field. The surveys included both closed-ended and open-ended questions, which served as the foundation for the study's analysis. Secondary data was also used in the study, which came from several audited employee reports.

3.5.1 Research Instrument

Questionnaires will be the primary method of data gathering. The majority of respondents chose to utilize a questionnaire since they could read and interpret the questions. They requested surveys to respond on their own because many were preoccupied with official work and activities. Furthermore, most respondents prefer questionnaires to interviews owing to the Covid 19 pandemic.

3.5.2 Pre-Testing of the Instrument

These instruments were initially put to the test at DAWASA to see if they were useful, reliable, and legitimate. The responders will be given an explanation of the questionnaire in order to clarify the questions and eliminate any potential problems with the results. Before the real activity, any difficult or unclear phrases or clauses will be modified or permanently removed.

Pretesting your survey is critical for detecting problem areas, minimizing measurement error, lowering respondent burden, determining whether respondents are correctly interpreting questions, and ensuring that the order of questions does not affect how a respondent answers (Bolton, 1993).

3.5.3 Data Collection Procedure

The researcher will carefully deliver the questionnaire to the selected respondents in order to ensure a good response rate and sufficient coverage of the available institutions. The researcher will initially meet with the heads of the selected departments to make a formal introduction and solicit collaboration from the entire team. The research will be presented to the available staff, who will be met with where appropriate to explain the aim of the study visit and to discuss briefly some of the issues with very caution so as not to skew the results. Questionnaires will be given later for individuals who chose to complete it on their own, and they will be collected after a few weeks. The return rate for the questionnaires and overall cooperation from oral responders should be around 95% after this activity is completed.

3.6 Variables and Measurement Procedures

Anything that can change is referred to as a variable. Independent and dependent variables are both possible. In an experimental investigation, an independent variable is one that is assumed to be a cause (Campbell, 2014). Job security, excellent working environment, good pay/benefits, potential for further studies, and other motivation packages will be considered as independent factors in this study. A presumed effect in an experimental investigation might be defined as a dependent variable (Campbell, 2014). Job performance was a dependent variable in this study, while motivation packages were independent variables.

A data analysis plan is shown in the table above. In relation to the study, the research questions were created in order to establish the extent to which independent variables (motivation packages/motivation factors) can influence dependent variables such as

employee/job performance. The relationship between independent and dependent variables will be established using descriptive tests, inferential tests, correlations, and linear regressions, as shown in the table.

Table 3.1: Data Analysis Tools

| Research Objective | Independent Variables | Dependent Variable | Descriptive Tools | Inferential Tools |
|--|-----------------------|--------------------------|---------------------------------|--|
| To determine the effect of flexibility in job design on DAWASA employee performance | Motivation packages | Employee/job performance | Mean, frequencies, percentages. | Correlation coefficient, Simple/ multiple linear regression, ANOVA |
| To assess the effect of money incentive on DAWASA employees performance | Motivation factors. | Job performance | Mean, frequencies, percentages | Correlation coefficient, Simple multiple linear regression, ANOVA |
| To determine the effect of further studies opportunity on DAWASA employees performance | Motivation packages | Job performance | Mean, frequencies, percentages. | Correlation coefficient, Simple multiple linear regression, ANOVA |
| To determine the effect of good working condition on DAWASA employees performance | Motivation packages | Job performance | Mean, frequencies, percentages. | Correlation coefficient, Simple multiple linear regression, ANOVA |

Source: Data Analysis (2021)

Kumar (2011) considers measuring to be the most important aspect of any investigation. In quantitative research, we employ measurement variables that are split into four levels: nominal measurements with no order, ordinal measurements with orders, interval scales with no decimals or points within the provided range, and ratio scales with decimal points. SPSS was used to check the validity of all of these variables.

Furthermore, ordinal scales were utilized as measurement units in the Likert Scale, such as (1=Strongly Agree 2=Somewhat Agree). 3=Agree 4=Disagree 5=Strongly Disagree; OR, to assess the level of your performance, 1=Very high, 2=High, 3=Low, 4=Somewhat Low, 5=Very Low).

3.7 Data Analysis Methods

The quantitative method and data analysis methodology will be used in this investigation. In this study, statistical processes will be used, as well as the use of frequencies distributions, percentages, and charts using SPSS Software Version 25. The following methods will be used: descriptive statistics, Pearson Correlation coefficient, and linear regression analysis. The frequency tables will be used to present the data analysis and presentation for quantitative data.

3.7.1 Assumptions of the Model used in Analysis

The project will use multiple linear regressions in data analysis to capture numerous variables in forecasting on motivational packages at DAWASA. According to Constantine (2015), linear regression analysis broadens the scope of regression analysis by examining several variables and expressing the relationship between the dependent and independent variables. The statistical approach of linear regression is used to explain numerous explanatory factors. The goal of Linear Regression is to see if the model's linear relationship between independent and dependent variables is correct. According to Kenton (2019), it is reasonable to assume that:

It also presupposes that the dependent and independent variables have a linear relationship, and that the data has little or no Multicollinearity.

iv. It also necessitates little to no autocorrelation.

It also implies homoskedasticity in multiple linear regression analysis.

Employee job performance is the dependent variable in our study, while the offered motivating packages at DAWASA are the independent variables. The major goal is to investigate the impact of existing motivating packages on employee performance and

available institutions at DAWASA, as well as to forecast what should be done based on the findings using SPSS. The following formula is used to make assumptions about the study's model:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + e$$

Where;

Y = dependent variable representing job performance

X₁, X₂, X₃, X₄,.....X_n these represents independent variables where

X₁= job design = X₂= financial incentives, X₃= further training, X₄= good working conditions, n= the number of available motivation packages

β₀ = Is the independent variable's constant value. The regression coefficients of independent variables of X in relation to Y are β₁, β₂, β₃, and β₄.

e = The error term in a statistical model is represented by the letter e. (residual). It achieves statistical perfection by distinguishing between the theoretical value of the model and the actual observed result. Kenton, Kenton, Kenton, Kenton, Kent (2019).

3.7.2 Testing Assumptions of MLR Model

A single dependent variable and two or more independent variables are used in a multiple regression model. It is a statistical strategy that generates a mathematical relationship between two or more independent variables at the same time; the equation described in section 3.3.1 is used to estimate it. It is based on the premise that dependent and independent variables are linear, that there is little or no Multicollinearity in the data and that autocorrelation is minimal. The study used statistical tests such as the coefficient of multiple determinations (R²) and the F-test to test for the assumption of the MLR model. R² as is a metric for determining the

strength of an association. By associating the dependent and independent variables, you can see if the data follows the linearity assumption. It also demonstrates the model's accurate specification.

The F-test is used in multiple regressions to test the significance of partial regression coefficients; it examines many models at the same time, allowing for comparison of linear model fits. The increase in F-statistics in multiple regressions is based on the increase in the explained sum of squares that occurs when an independent variable is added to the regression equation after all other independent variables have been taken into account. The F-test is used to see if the population size in question has a normal distribution. The residual error should be in the range of zero to one because it is consistently distributed. Statistical tests are particularly crucial in verifying the validity of the model to be employed in any study using multiple linear regressions, according to (Gujarat, 2004). He asserted that R^2 values such as r^2_{all} are between 0 and 1, implying that one fitted regression line explains 100% of the variation in the dependent variable and that 0 indicates that the model does not explain any of the variation between independent and dependent variables.

3.8 Validity and Reliability of the Instrument

The scales employed in the study had previously been validated. In order to measure leadership styles, the Multi Factor Leadership Questionnaire (MLQ) established by Avolio and Bass (1995) was modified to fit the study's context. To evaluate employee performance, the researchers employed a modified Yousef scale (2000). Cronbach's alphas were calculated using a scale test and compared to the industry standard cut-off point of 0.7.

According to Field (2005) and Pallant (2013), a Cronbach's alpha greater than 0.7 indicates the instrument's internal consistency. Cronbach alphas were determined for each subscale, and the results are displayed in Table 3.1. Cronbach's alphas in the results range from 0.755 to 0.908. These alpha coefficients are all more than 0.7, indicating that each of the study's subscales had acceptable internal consistency and hence was trustworthy in measuring what it was designed to measure.

Table 3.2: Reliability Statistics Results

| S/N | VARIABLE | NO OF ITEMS | CRONBARCH'S ALPHA |
|-----|----------|-------------|-------------------|
| 1 | JD | 9 | .791 |
| 2 | MI | 10 | .938 |
| 3 | TR | 11 | .772 |
| 4 | WC | 5 | .867 |
| 5 | EP | 7 | .856 |

Note: JD = Flexibility of Job Design, MI = Money Incentives, TR = Training Opportunity,

WC = Working environment Condition and EP = Employee Performance

Source: Data Analysis (2021)

3.9 Ethical Consideration

Rani and Sharma (2012) raised several excellent ethical concerns. The first is participant responsibility: All people who are actively or indirectly involved in the study process are considered participants. They are entitled to four sorts of rights, which the researcher must protect: (a) the right to privacy; (b) anonymity; (c) confidentiality; and (d) the avoidance of injury, treachery, or deception. The following issues should be borne in mind when considering the rights of participants. (a) All people involved in the study process should be treated with respect by the researcher.

Unless the nature of the task requires it, no distinction should be made on the basis of age, caste, color, religion, race, political beliefs, or living style. It also suggests that participants give their informed permission voluntarily. "The essence of the informed consent principle is that human subjects of research should be able to agree or decline to participate based on thorough information about the nature and aim of the research." Participants must have prior knowledge of the task that is required of them in order to give their informed permission.

Furthermore, people must understand why their participation is required, what the rewards are, and how it affects them. In addition, participants should be allowed to openly voice their opinions on any topic that affects them; sometimes, researchers utilize incentives to encourage participation. It should be utilized sparingly and with great caution; efforts should be made to minimize the influence of research activities on the participants' normal working and workload; and participants have a right to know the results. It is a good idea to provide them a copy of the results that is written in a way that they can understand. If this is not practicable, an other way of informing participants of the results should be employed, such as a website. Participants have the right to remain anonymous. If the information of the subject deserves secrecy, it must be preserved at all costs. Even if the researcher is obligated to publish raw scores, anonymity and confidentiality must be maintained. The essential principle of honesty should underpin the researcher-participant relationship. Deception of any kind should be avoided at all costs. Participants are not always given all of the information since it is feared that this would influence their responses. In such cases, the goal should be notified to the appropriate authority as well.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.1 Overview

The findings on the effects of motivational packages on employee performance are presented and discussed in this chapter, which includes a case study of DAWASA. The following four specific objectives were pursued: (i) to determine the effect of flexibility in job design on DAWASA employee performance (ii) to assess the effect of money incentive on DAWASA employees performance (iii) to determine the effect of further studies opportunity on DAWASA employees performance and (iv) to determine the effect of good working condition on DAWASA employees performance.

The sample characteristics are described in Section 4.2, and the study variables are described in Section 4.3, which is based on indicators. The descriptive statistics, reliability, and correlation among study constructs are shown in Section 4.4. In Section 4.5, the regression findings are presented, followed by a discussion in Section 4.6.

4.2 Sample Description

Five demographic variables were involved, namely age, gender, marital status, education level and experience (Table 4.1). Majority of respondents were those age groups from 30- 50 who account more than 2/3 of all respondents. The age distribution appear to evenly, however the young group only account less than 20% all respondents.

Female respondents were found to be majority to men by nearly 2/3 of all respondents. Men accounted only nearly 1/3. This explains the current growth of women to be recruited more in service industry as compared to men.

Married couples were found in this study to be majority respondents. They accounted more than 70%. Singles were found to be only nearly 30% all respondents. All other groups were found only 1%. This explains the majority of DAWASA staff is responsible people.

Table 4.1: Sample Description

| S/N | | Frequency | % | Mean | Std. Dev. |
|-----|------------------------|-----------|------|---------------|---------------|
| 1 | Age | | | 2.6044 | .99770 |
| | 18 – 30 | 48 | 15.2 | | |
| | 31 – 40 | 100 | 31.6 | | |
| | 41- 50 | 97 | 30.7 | | |
| | 51 and Above | 71 | 22.5 | | |
| 2 | Gender | | | 1.5633 | .49676 |
| | Male | 138 | 43.7 | | |
| | Female | 178 | 56.3 | | |
| 3 | Marital Status | | | 1.2911 | .46193 |
| | Married | 225 | 71.2 | | |
| | Single | 90 | 28.5 | | |
| | Others | 1 | 3 | | |
| 4 | Education Level | | | 3.3829 | .49335 |
| | Diploma | 146 | 46.2 | | |
| | Bachelor | 92 | 29.1 | | |
| | Masters | 78 | 24.7 | | |
| 5 | Experience | | | 2.5506 | .88406 |
| | 1-5 | 30 | 9.5 | | |
| | 6-10 | 136 | 43.0 | | |
| | 11-15 | 96 | 30.4 | | |
| | 16 and Above | 54 | 17.1 | | |

Source: Field Data 2021

Majority of respondents were found to have attained diplomas. They account nearly $\frac{1}{2}$ of all respondents. Bachelor degrees holder are nearly $\frac{1}{3}$ of all respondents. Postgraduate Holders are nearly $\frac{1}{5}$ of all respondents. Probably this explains the lower cadres of whom are working as meter reading and customer service while middle and higher levels are professional and managerial members of staff. Respondents who have worked between 6- 10 years were found to have highest score about 40% of all respondents. These were followed by who worked between 11 – 16 years who counted for 30%.

4.3 Descriptive Statistics Results for the Variables

Four independent variables were analyzed namely; job design, money incentive, training opportunities and working condition environment. The dependent variables analyzed were employee's performance. Means, standard deviation, maximum and minimum scores were analyzed and presented.

4.3.1 Descriptive Statistics Results for Flexibility in Job Design Results

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of job design scale (Table 4.2). The results show that I don't work in shifts in this Company scored highest ($M = 3.7532$, $S.D. = 1.04615$) followed by Employees at DAWASA have Decision-making autonomy ($M = 3.5665$, $SD = 1.20792$).

The least way through which job design was described is I mostly work the same number of hours every day ($M = 3.1361$, $SD = 1.34654$) followed by There is no room for flexible working at DAWASA ($M = 3.3228$, $SD = 1.20792$).

Table 4.2: Descriptive Statistics Results for Flexibility in Job Design Results

| | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|----------------|
| I mostly work 40 hours a week | 316 | 1.00 | 5.00 | 3.5633 | 1.37983 |
| I mostly work the same number of hours every day | 316 | 1.00 | 5.00 | 3.1361 | 1.34654 |
| I don't work in shifts in This Company | 316 | 1.00 | 5.00 | 3.7532 | 1.04615 |
| There is no room for flexible working at DAWASA | 316 | 1.00 | 5.00 | 3.3228 | 1.26375 |
| E mployees at DAWASA have Work scheduling autonomy | 316 | 1.00 | 5.00 | 3.4177 | 1.15588 |
| Employees at DAWASA have Decision-making autonomy | 316 | 1.00 | 5.00 | 3.5665 | 1.20792 |
| Employees in this company have Work methods autonomy | 316 | 1.00 | 5.00 | 3.4399 | 1.40956 |
| Employees are assigned variety of Tasks daily | 316 | 1.00 | 5.00 | 3.4937 | 1.17782 |
| Always there is Feedback from job we do | 316 | 1.00 | 5.00 | 3.4082 | 1.17425 |

Source: Data Analysis (2021)

4.3.2 Descriptive Statistics Results for Money Incentive Variable Results

For the effect of the money incentive scale, descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed (Table 4.3). The findings reveal that The primary aim of being employed by DAWASA is to have an income that will finance your general life scored highest ($M = 3.7373$, $S.D. = 1.14254$), followed by Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation ($M = 3.5601$, $S.D. = 1.23167$).

Employees at DAWASA are receiving Bonuses yearly scored lowest on monetary incentives scale ($M = 3.0665$, $SD = 1.23649$). Followed by All employees who perform well receive Extra allowances ($M = 3.2848$, $SD = 1.26537$).

Table 4.3: Descriptive Statistics Results for Money Incentive Variable Results

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|--------|----------------|
| The primary aim of being employed by DAWASA is to have an income that will finance your general life. | 316 | 1.00 | 5.00 | 3.7373 | 1.14254 |
| Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation | 316 | 1.00 | 5.00 | 3.5601 | 1.23167 |
| Employees' recognition is practiced in the corporation. | 316 | 1.00 | 5.00 | 3.4399 | 1.22132 |
| Financial incentives practiced by the corporation facilitate and encourage your performance. | 316 | 1.00 | 5.00 | 3.3418 | 1.23325 |
| Employees at DAWASA are receiving Bonuses yearly | 316 | 1.00 | 5.00 | 3.0665 | 1.23649 |
| All employees who perform well receive Extra allowances | 316 | 1.00 | 5.00 | 3.2848 | 1.26537 |
| There are commission incentives when the company makes profits Commissions | 316 | 1.00 | 5.00 | 3.5443 | 1.19838 |
| There is a profit sharing schemes at DAWASA | 316 | 1.00 | 5.00 | 3.5348 | 1.17462 |
| Wage incentives are present and well paid to all staff | 316 | 1.00 | 5.00 | 3.5190 | 1.18574 |
| There is Salary raises each year to all employees | 316 | 1.00 | 5.00 | 3.4335 | 1.17325 |

Source: Data Analysis (2021)

4.3.3 Descriptive Statistics Results Training Opportunity Variable

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of training opportunities scale, (Table 4.4). The results show that training courses decreases the routine of daily work at DAWASA was found to have highest score ($M = 3.7563$, $S.D. = 1.09289$) followed by The impact of training courses on the performance of employees is assessed ($M = 3.6962$, $SD = 1.05835$). The least way through which effect training opportunities Training courses increase the efficiency of employees at DAWASA ($M = 3.3734$, $SD = 1.17640$) followed by Training courses enhance the level of trainees at the DAWASA ($M = 3.3861$, $SD = 1.16687$).

Table 4.4: Descriptive Statistics Results Training Opportunity Variable

| | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|--------|----------------|
| Training courses enhance the level of trainees at the DAWASA | 316 | 1.00 | 5.00 | 3.3861 | 1.16687 |
| Training courses increase the efficiency of employees at DAWASA | 316 | 1.00 | 5.00 | 3.3734 | 1.17640 |
| Training courses at DAWASA improves job satisfaction of the employees | 316 | 1.00 | 5.00 | 3.6044 | 1.13187 |
| Training courses at DAWASA improve the self-confidence of trainees | 316 | 1.00 | 5.00 | 3.5285 | 1.24562 |
| Training courses decreases the routine of daily work at DAWASA | 316 | 1.00 | 5.00 | 3.7563 | 1.09289 |
| The repetition of the content of the training courses enhances the mastery of the skills learned | 316 | 1.00 | 5.00 | 3.4399 | 1.29695 |
| The impact of training courses on the performance of employees is assessed | 316 | 1.00 | 5.00 | 3.6962 | 1.05835 |
| Training programs are evaluated based on their impact on the performance of employees | 316 | 1.00 | 5.00 | 3.6076 | 1.16202 |
| Trainees are assessed at work in order to evaluate their mastery of relevant skills | 316 | 1.00 | 5.00 | 3.3481 | 1.23662 |
| Performance of the employee prior and after training are compared in order to evaluate the impact of training | 316 | 1.00 | 5.00 | 3.5000 | 1.24849 |
| Effectiveness of training courses is evaluated regularly | 316 | 1.00 | 43.00 | 3.4968 | 2.58997 |

Source: Data Analysis (2021)

4.3.4 Descriptive Statistics Results for Good Working Condition Skills Variable

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect working condition environment scale (Table 4.5). The results show that my relationship with my fellow workers is good scored highest (M = 3.6646, S.D. = 1.12185) followed by my relationship with my supervisor is good (M = 3.6361, SD = 1.16721). The least way through which effect working condition environment were My working environment building space do influence me to stay in the office and work comfortably (M = 3.3006, SD = 1.20375) followed by The level of feedback that I receive from your supervisor is good (M = 3.5190, SD = 1.18842).

Table 4.5: Descriptive Statistics Results for Good Working Condition Skills

| Variable | N | Minimum | Maximum | Mean | Std. Deviation |
|--|-----|---------|---------|--------|----------------|
| My working environment building space do influence me to stay in the office and work comfortably | 316 | 1.00 | 5.00 | 3.3006 | 1.20375 |
| MY relationship with my fellow workers is good | 316 | 1.00 | 5.00 | 3.6646 | 1.12185 |
| My relationship with my supervisor is good | 316 | 1.00 | 5.00 | 3.6361 | 1.16721 |
| The level of feedback that I receive from your supervisor is good | 316 | 1.00 | 5.00 | 3.5190 | 1.18842 |
| My job security in this organization is good | 316 | 1.00 | 5.00 | 3.5285 | 1.25071 |

Source: Data Analysis (2021)

4.3.5 Descriptive Statistics Results for DAWASA Employee Performance

Variable

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the employees' performance scale (Table 4.6). The results shows that Timelines in task performance at DAWASA has improved as a result of good motivation packages scored highest ($M = 3.6551$, $S.D. = 1.19709$) followed by There has been increase of quality of work at DAWASA as a result Improved motivation packages ($M = 3.6519$, $SD = 1.21852$). The least way through which employees performance were described was The employees at DAWASA are dedicated to their work due to being highly motivated packages ($M = 3.3587$, $SD = 1.08431$) followed Absenteeism has decreased at DAWASA due to use of motivation packages to employees ($M = Absenteeism has decreased at DAWASA due to use of motivation packages to employees$, $SD = 1.15866$)

Table 4.6: Descriptive Statistics Results for DAWASA Employee Performance

| Variable | N | Minimum | Maximum | Mean | Std. Deviation |
|---|-----|---------|---------|--------|----------------|
| There has been increase of quality of work at DAWASA as a result Improved motivation packages | 316 | 1.00 | 5.00 | 3.6519 | 1.21852 |
| Timelines in task performance at DAWASA has improved as a result of good motivation packages | 316 | 1.00 | 5.00 | 3.6551 | 1.19709 |
| Absenteeism has decreased at DAWASA due to use of motivation packages to employees | 316 | 1.00 | 5.00 | 3.5190 | 1.15866 |
| More employees have been reported to surpass their targets at DAWASA due to good motivation packages to employees | 316 | 1.00 | 5.00 | 3.5601 | 1.15725 |
| The employees are strictly using time for work due to use of motivation packages to employees at DAWASA | 312 | 1.00 | 5.00 | 3.5646 | 1.01762 |
| The employees at DAWASA are dedicated to their work due to being highly motivated packages | 296 | 1.00 | 5.00 | 3.3587 | 1.08431 |
| Innovation has improved at DAWASA due to use of better motivation packages to employees | 220 | 1.00 | 5.00 | 3.5364 | 1.03353 |

Source: Data Analysis (2021)

4.4 Variable Descriptive Statistics, Reliability and Correlation Analysis Results

Descriptive statistics were computed for the Independent variables, all scored moderate effect. Manager's ethics variable using the cut-off points suggested in Albdour & Altaraweh (2014), adjusted to 5-point rating levels. The cut off depend on many things. It also depends on type of scale and what it measures. But if you are using likert scale then, for likert scale 1 to 2.33 (low), 2.34 to 3.67 (moderate), and 3.67 to 5 (high). To do this you should change scoring of your scale from 1 to 5 for each item. Results (Table 4.7) indicates that job design score was moderate (M = 3.46, S.D = .46). Money incentive effect on employees performance was as well moderate (M = 3.44, SD = .45). Training opportunities effect was found moderate (M = 3.52, SD = .48), and working condition environment was also was found to be moderate (M 3.53, SD = .61). Although all independent variables were moderate still working condition scored highest mean followed by training opportunities. Last was

Money incentives followed by job design. The dependent employees performance scored Moderate ($M = 3.60$, $SD = .49$).

Using (Cohen, 1988) cut off for correlation, the correlations between pairs of individual dimensions of the independent variables were between .003 and .165 indicating moderate and significant correlation.

Job design was significantly positively correlated with the employees performance ($r = .003$, $p < .001$). Money incentive was found to be high significantly and positively correlated to project performance ($r = .165$, $p < .05$). Training opportunities was found to be significant positively correlated to employees performance ($r = .067$, $p = .001$) and working condition environment was found to be highly significantly effect and positively correlated with employees performance ($r = .120$, $p = .001$).

Scale test for reliability analysis was carried out to determine the internal consistency of the measurements scales. Cronbach's alphas (Table 4.7) in the diagonal show good internal consistency for all variables tested for reliability. job design Cronbach's alpha was (.791), money incentives (.938), training opportunities (.772), working condition environment (.867) and for dependent variable employees performance (.856) (George and Mallery, 2014).

Table 4.7: Variable Descriptive Statistics, Reliability and Correlation Analysis Results

| | | MEAN | STD.DEV | JD | MI | TR | WC | EP |
|----|-------------|--------|---------|-------------|-------------|-------------|-------------|-------------|
| JD | Pearson | 3.4557 | .46372 | .791 | | | | |
| | Correlation | | | | | | | |
| MI | Pearson | 3.4462 | .45274 | .032** | .938 | | | |
| | Correlation | | | | | | | |
| TR | Pearson | 3.5216 | .47999 | .084* | .096*** | .772 | | |
| | Correlation | | | | | | | |
| WC | Pearson | 3.5297 | .60558 | .091** | .126* | .074** | .867 | |
| | Correlation | | | | | | | |
| EP | Pearson | 3.6009 | .48803 | .003*** | .165* | .067** | .120*** | .856 |
| | Correlation | | | | | | | |

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)

NOTE: JD = Flexibility of Job Design, MI = Money Incentives, TR = Training Opportunity, WC = Working environment Condition and EP = Employee Performance

Source: Data Analysis (2021)

4.5 Regression Analysis Results

Four regression models run; JD, MI, TR and WC on EP. Results (Table 4.8) show that, the total variance in JD explained by EP was 30%, $F(1,118) = .01$, $p < .001$. EP was positively, and statistically significantly related to JD ($b = .03$, $p < .01$). The variance in MI explained by EP was 27%, $F(1, 118) = 6.12$, $p < .01$. EP was positively, and statistically significantly, related to MI ($b = .176$, $p < .001$). Variance in TR explained by EP was 67%, $F(1,118) = .980$, $p < .001$. EP was positively, and statistically significantly, related to TR ($b = .064$, $p < .001$). Variance in WC explained by EP was 14%, $F(1,118) = 3.21$, $p < .05$. EP was positively, and statistically significantly, related to WC ($b = .104$, $p < .005$).

Table 4.8: Linear Regression Results

| Variables | JD | MI | TR | WC |
|------------------|-----------|-----------|-----------|-----------|
| Constant | 3.61*** | 2.9*** | 3.37*** | 3.24*** |
| EP | .03** | .176*** | .064** | .104* |
| Fstat | .01** | 6.12*** | .980*** | 3.21* |
| R ² | 30% | 27% | 67% | 14% |

*p < 0.05 (two – tailed), **p < 0.01 (two – tailed) ***p < 0.001 (two – tailed)

Note: JD = Flexibility of Job Design, MI = Money Incentives, TR = Training Opportunity, WC = Working environment Condition and EP = Employee Performance.

4.5.1 Outliers, Normality, Linearity and Homoskedasticity Regression

Assumptions Testing Results for Job Design

The distribution of residuals is represented by a bell-shaped curve in the histogram (Figure 4.1). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). In addition, residuals plot along the diagonal line, as seen in Figure 4.2.

As a result, there isn't much departure from the usual. The histogram (Figure 4.1) reveals that some of the residual values are within the 3 cutoff, indicating that there are no outliers. Any value outside the cutoff of |3|, according to Tabachnick and Fidell (2007), is an anomaly.

The diagonal dots in Figure 4.3 are spreaded up along the diagonal line, indicating that the data is linear. The case residual dots are dispersed rectangularly about zero (0) in Figure 4.3, implying homoscedasticity (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).

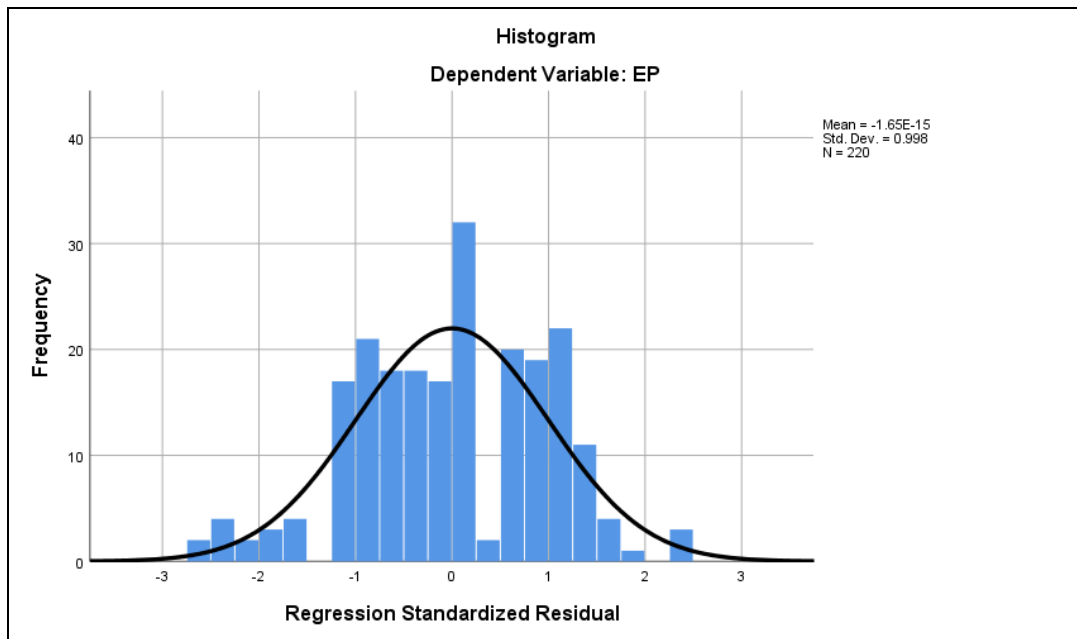


Figure 4.1: Histogram for Job Design Variable

Source: Data Analysis (2021)

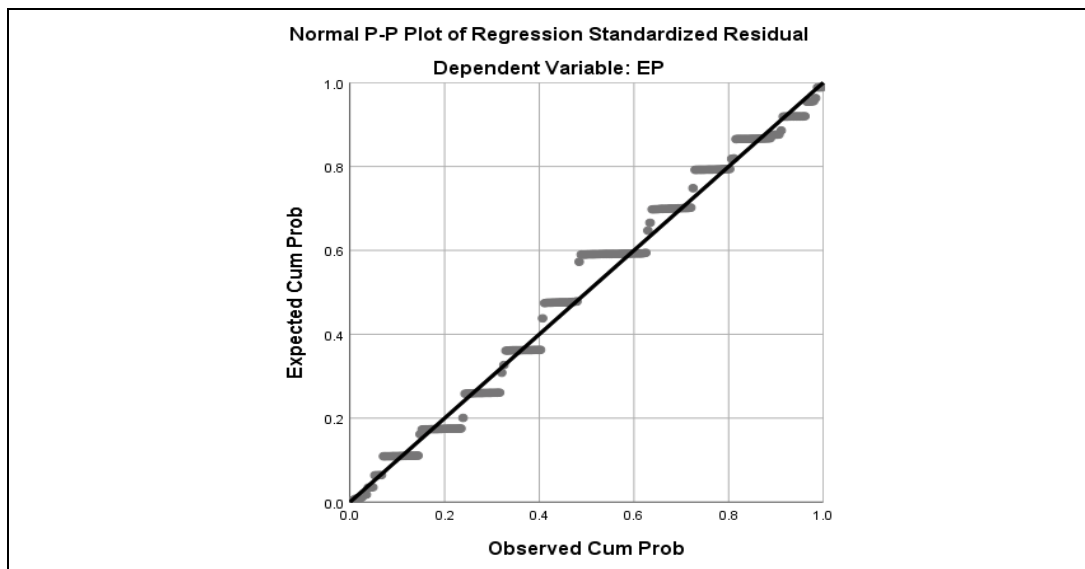


Figure 4.2: Normal P-Plots for the Standardized Residual of Job Design Variable

Source: Data Analysis (2021)

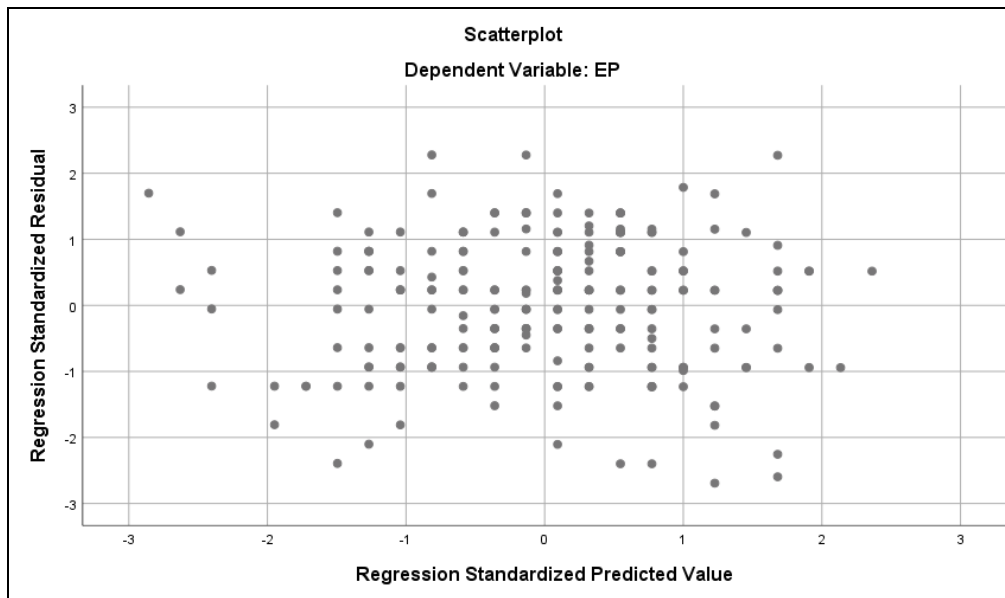


Figure 4.3: Scatter Plot for the Standardized Residual for Communication Skills Variable

Source: Data Analysis (2021)

4.5.2 Outliers, Normality, Linearity and Homoskedasticity Regression

Assumptions Testing Results for Monetary Incentives

The distribution of residuals is represented by a bell-shaped curve in the histogram (figure 4.4). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). Figure 4.5 also illustrates that the diagonal dots are speeded up along the diagonal line, implying that the data is linear. The histogram (Figure 4.4) reveals that some of the residual values are within the 3 cutoff, indicating that there are no outliers. Any value outside the cutoff of $|3|$, according to Tabachnick and Fidell (2007), is an anomaly.

The case residual dots in Figure 4.6 are dispersed rectangularly about zero (0), implying homoscedasticity (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).

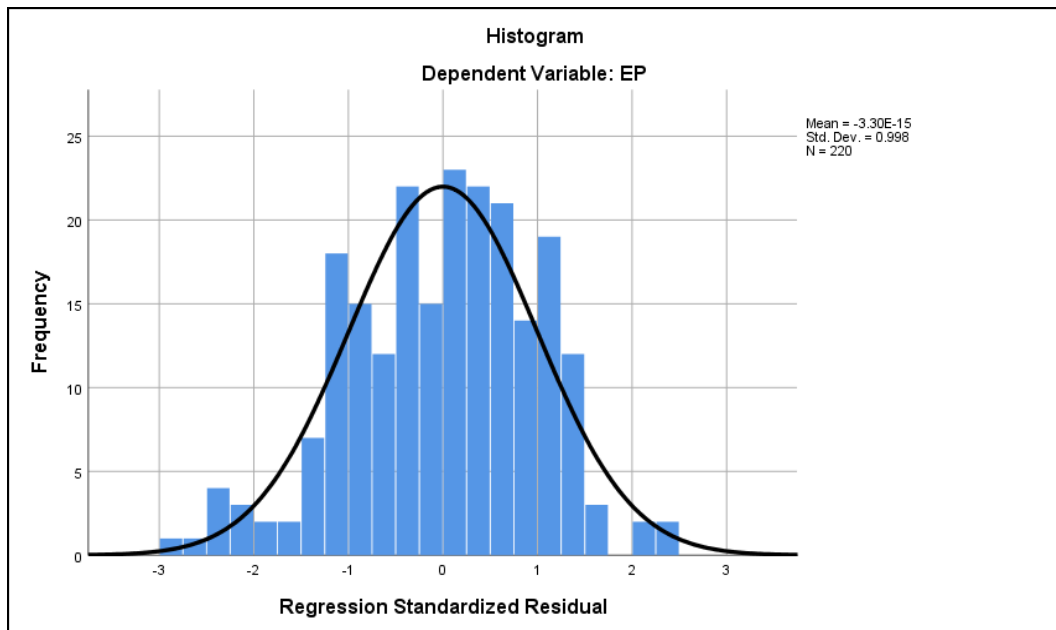


Figure 4.4: Histogram for Monetary Incentives Variable

Source: Data Analysis (2021)

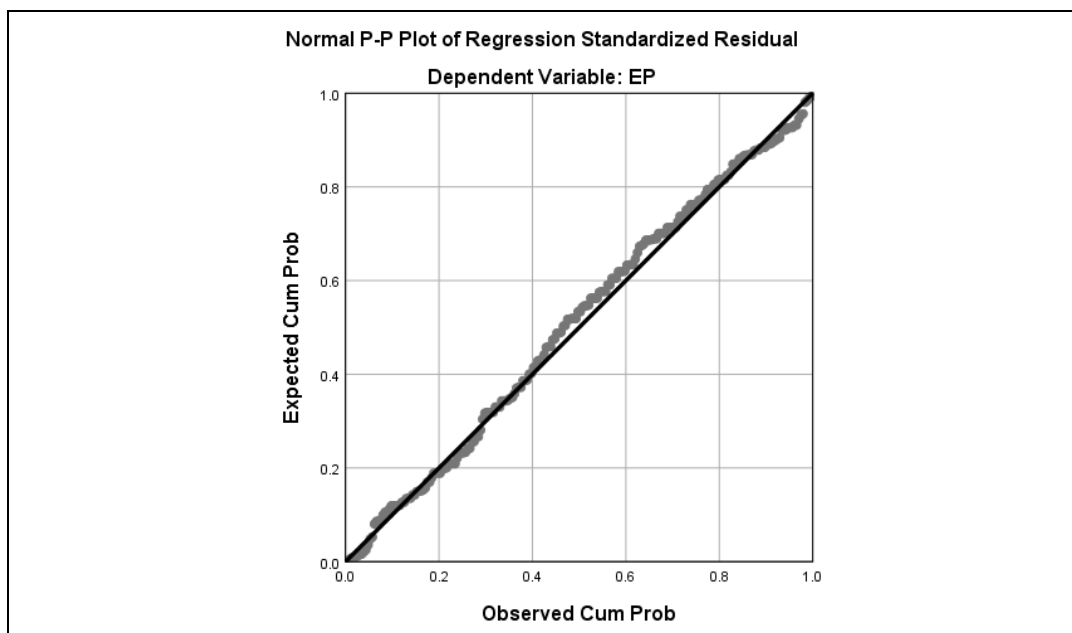


Figure 4.5: Normal P-Plots for the Standardized Residual of Monetary Incentives Variable

Source: Data Analysis (2021)

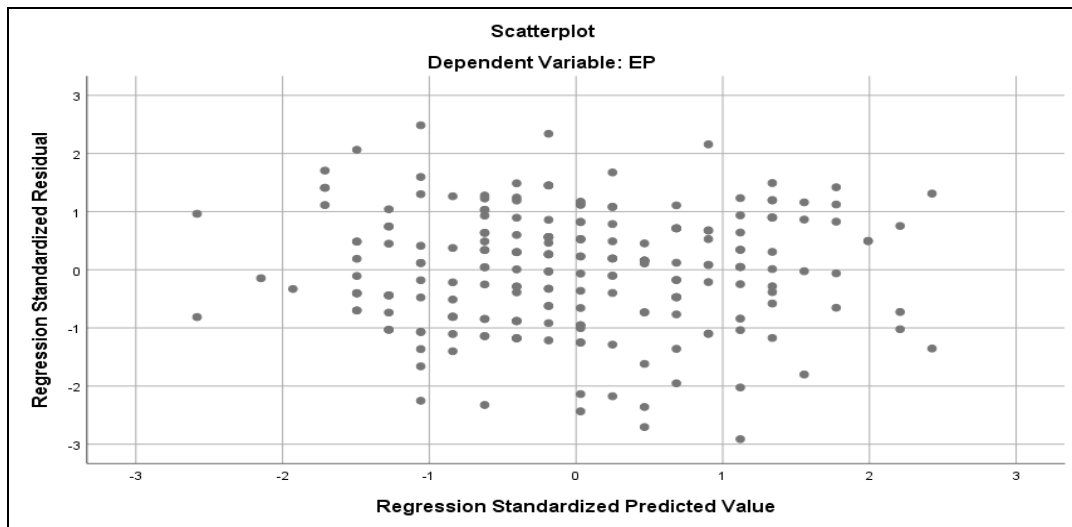


Figure 4.6: Scatter Plot for the Standardized Residual for Monetary Incentives Variable

Source: Data Analysis (2021)

4.5.3 Outliers, Normality, Linearity and Homoskedasticity Regression Assumptions Testing Results for Training Opportunities

The distribution of residuals is represented by a bell-shaped curve in the histogram (figure 4.7). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). Figure 4.8 also demonstrates that the diagonal dots are speeded up along the diagonal line, implying that the data is linear. The histogram (Figure 4.7) reveals that some of the residual values are within the 3 cutoff, indicating that there are no outliers. Any value outside the cutoff of $|3|$, according to Tabachnick and Fidell (2007), is an anomaly.

The case residual dots in Figure 4.9 are dispersed rectangularly about zero (0), implying homoscedasticity (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).

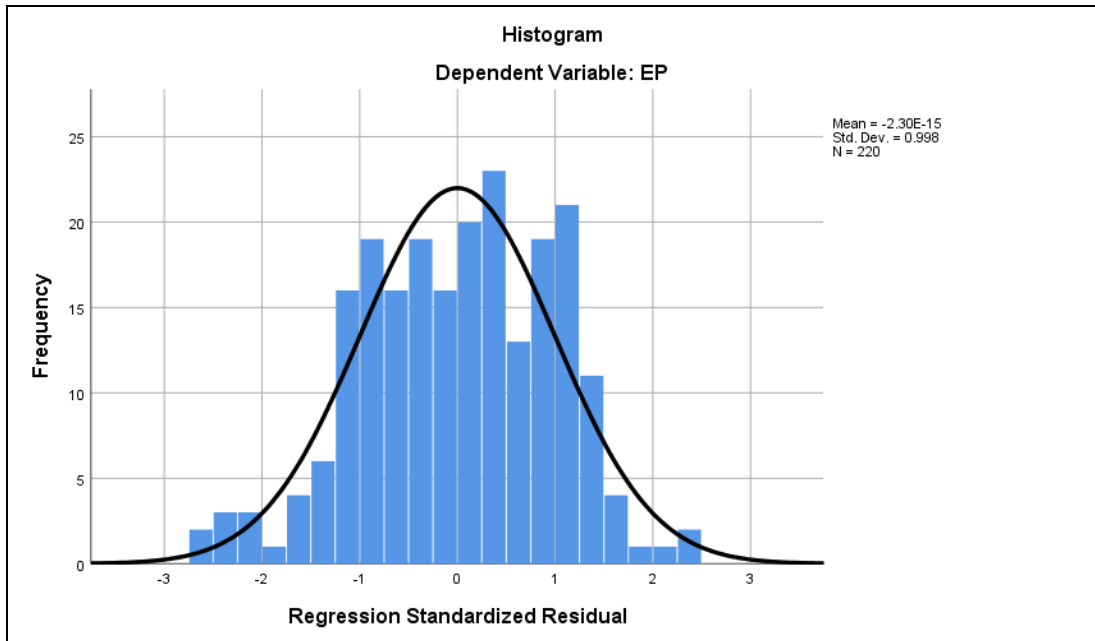


Figure 4.7: Histogram for Training Opportunities Variable

Source: Data Analysis (2021)

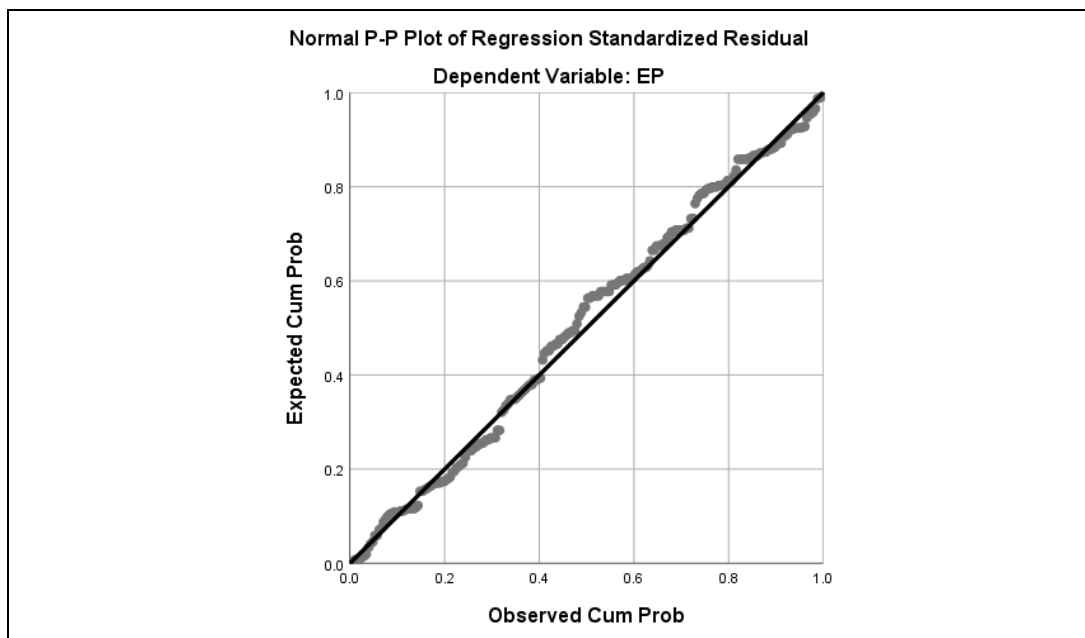


Figure 4.8: Scatter Plot for the Standardized Residual for Training Opportunities Variable

Source: Data Analysis (2021)

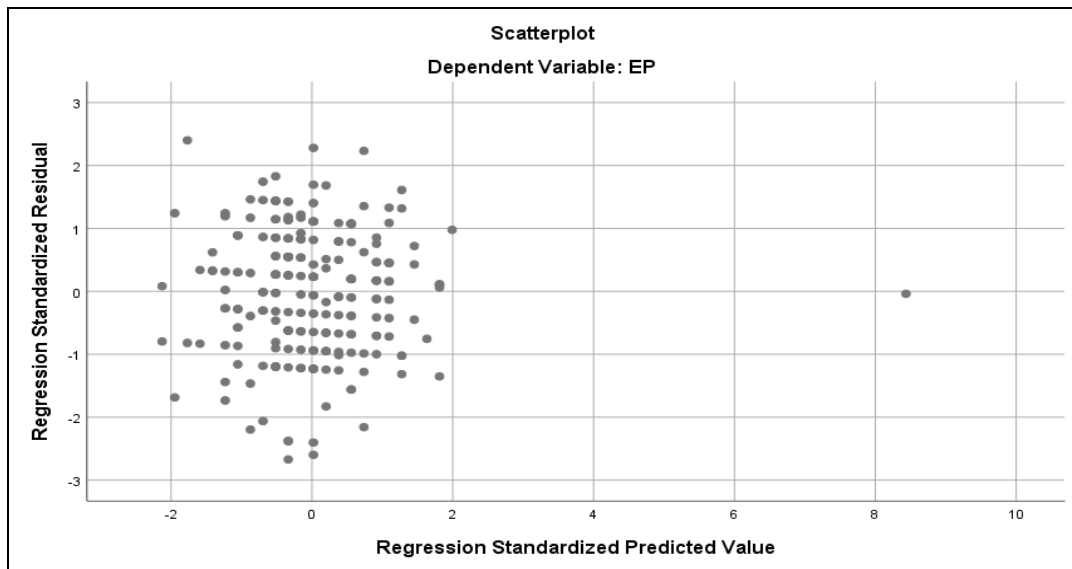


Figure 4.9: Scatter Plot for the Standardized Residual for Training Opportunities Variable

Source: Data Analysis (2021)

4.5.4 Outliers, Normality, Linearity and Homoskedasticity Regression

Assumptions Testing Results for Working environment Condition

The distribution of residuals is represented by a bell-shaped curve in the histogram (figure 4.10). (Mean is close to 0 and SD close to 1, evidencing of a normal distribution of residuals). Figure 4.11 also illustrates that the diagonal dots are speeded up along the diagonal line, implying that the data is linear. The histogram (Figure 4.10) reveals that some of the residual values are within the 3 cutoff, indicating that there are no outliers. Any value outside the cutoff of $|3|$, according to Tabachnick and Fidell (2007), is an anomaly.

Case residual dots are dispersed rectangularly around zero (0) in Figure 4.12, implying homoscedasticity (equality of variance). As a result, there is no reason to suspect heteroscedasticity (unequal variance in the data).

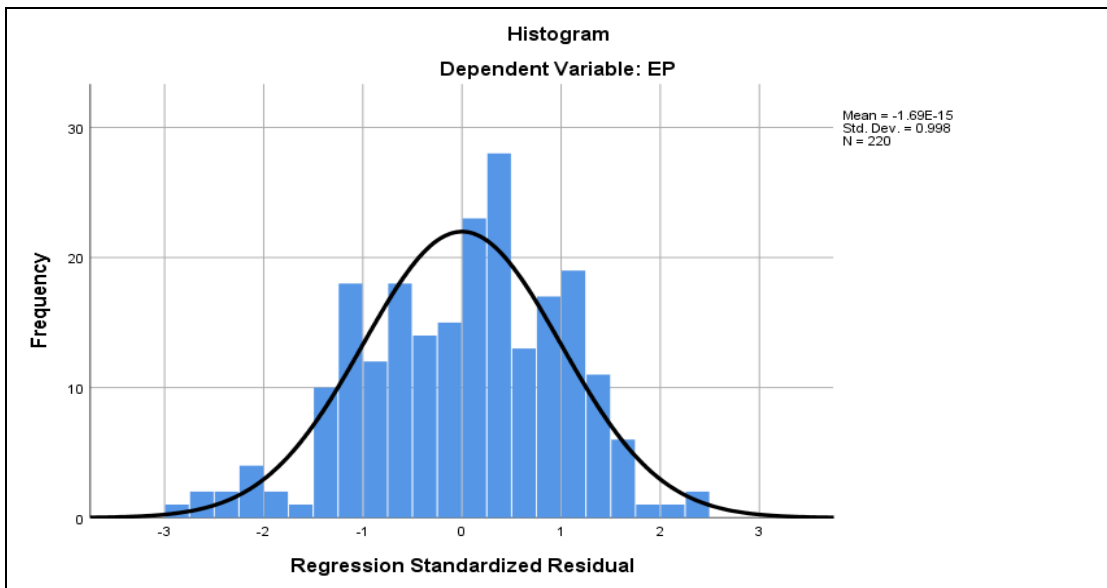


Figure 4.10: Histogram for Working Environment Condition Variable

Source: Data Analysis (2021)

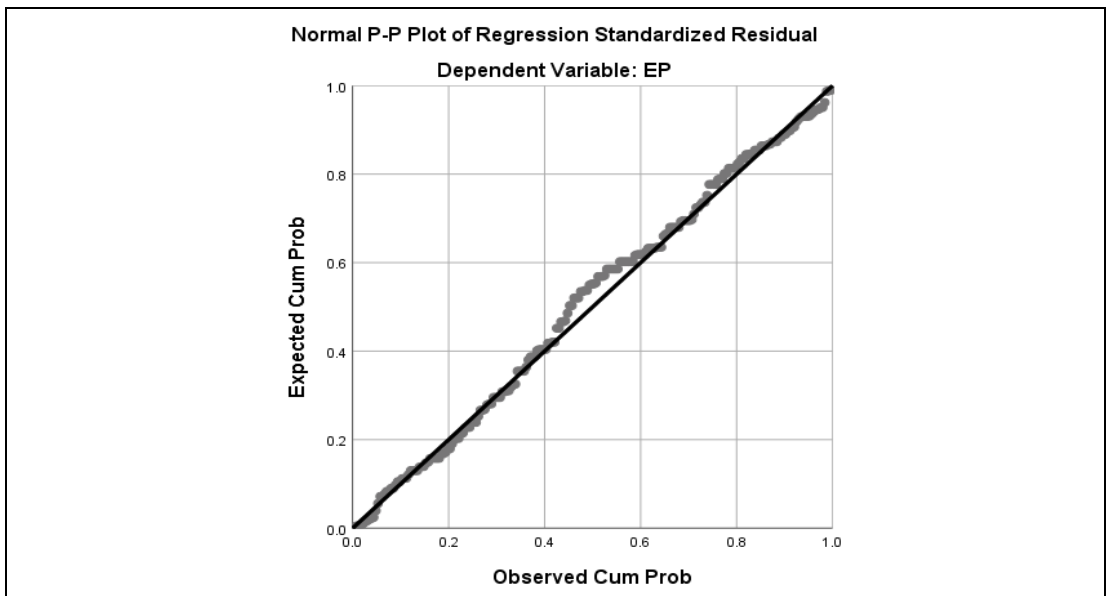


Figure 4.11: Scatter Plot for the Standardized Residual for Working Environment Conditions Variable

Source: Data Analysis (2021)

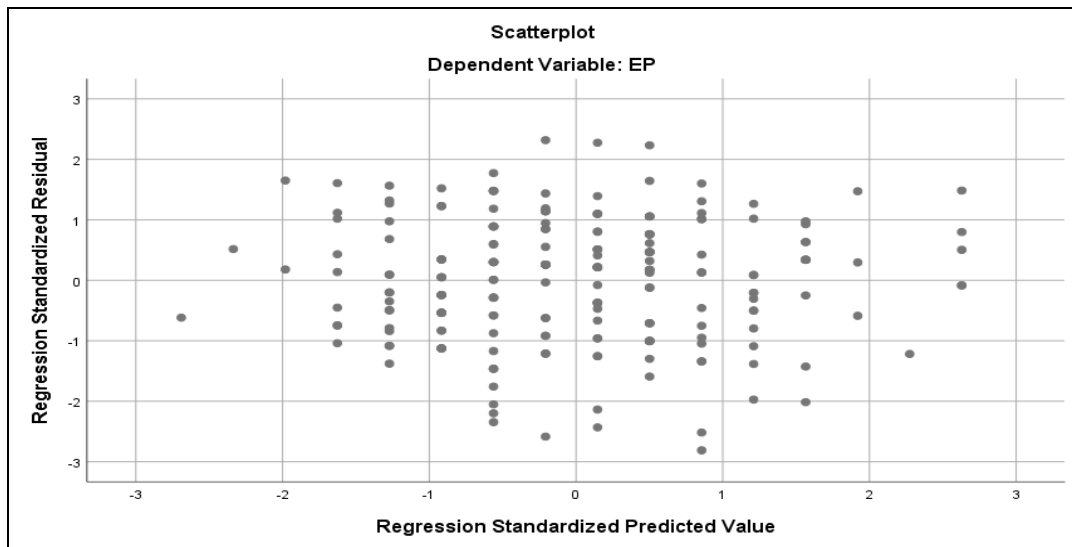


Figure 4.12: Scatter Plot for the Standardized Residual for Working Environment Conditions Variable

Source: Data Analysis (2021)

4.6 Discussion of the Findings

The goal of the study was to see how motivational packages have effect on employee's performance. DAWASA was taken a case study for this matter. The hypothesis for analysis was tested using regression analysis. The discussion elaborates the findings information as created by data analysis and compares or contrasts the current findings with what has been discovered in prior relevant studies, all while focusing on the study objectives. Each finding's contribution is displayed. As a result, a comprehensive and in-depth understanding of the motivational packages on employee performance can be gained.

4.6.1 To Determine the Effect of Flexibility in Job Design on DAWASA

Employee Performance

This study found that job design is significantly and positively related on employee's performance. The findings are in line to the Hickman and Oldham theory (1989) of

job design, which shows how particular job characteristics affect job outcomes, including job satisfaction. In this case Job design was found to affect job or employee performance positively. The finding concurs with Ali & Zia-ur-Rehman (2014) who found that there is positive relationship between job design and employee performance. Further, Bhatia, & Arora (2021) also found that there is a significant impact of Job Design on Employee Performance. However for Maryam (2020) found that the performance of any organization is influenced by a number of aspects, the most essential of which are labor, machinery, and capital. The most significant and effective factor among these is labor, or human resources, because labor is the primary source of efficiency for equipment, capital, materials, and other factors. Therefore to her, job design is not the key factor.

Therefore, the findings suggested, while focusing on improving the employee upshot, it becomes necessary for organizations to include Job Design as a Design for Safety. By so doing employee will be motivated and therefore increase their performance. Also well designed jobs tend to increase the job performance of employees. Further, it helps employees to improve efficiency and productivity in a working organization. And, this could lead to less employee turnover, absenteeism and potentially make your business more profitable.

Flexibility in job design was considered as the most important motivator, followed by training opportunities for other studies and a pleasant working environment. The least motivating package given in their workplaces was a decent working environment. Employees at DAWASA believe flexibility in job design to be the most motivating element to be available, according to the results analyzed in Table 4.6 and Figure 4.5.

This is in accordance with Section 24 of the Tanzania Labor Law and Relations Act, No.6 of 2004, which stipulates that employees have the right to be awarded over time allowances, to have off responsibilities, and to work shifts in workplaces. Employees will be able to complete various allocated tasks on time if flexibility is taken into account. Employees can be motivated to work hard by delegating and empowering them with responsibilities. This allows workers to work more easily because their minds are relaxed. Tanzania's Public Service Management and Employment Policy of 2008, which emphasizes merit-based and results-oriented public service, lays out a variety of incentive packages for personnel.

4.6.2 To Assess the Effect of Money Incentive on DAWASA Employees

Performance

This study found that money incentives are significantly and positively related on employee's performance. Monetary incentives as corresponding to the equity theory were ranked to second highest motivational factors by the employees who responded in DAWASA as it represented from the analysis. The findings concur to that of Nnubia, (2020) who found that among others that there is a significant positive relationship between salary and wages and workers performance and there is a significant positive relationship between commission and workers performance.

Furthermore, Al-Nsour (2012) discovered that employees are given with an acceptable degree of incentives. Although he discovered that it was ranked first, it was ranked third in this study. Falola et al (2014) also discovered that there is a substantial link between incentive packages and employee attitudes toward work, and that current incentive package are unsatisfactory.

However, Nnaji and Egbunike (2015) discovered that there is a link between rewards and employee performance, and that the impacts of intrinsic and extrinsic rewards on employee performance varied significantly. Employees want to be paid fairly, because money is the most powerful motivator when it comes to influencing value (Sara et al, 2004). A appropriate pay system at work is linked to the equity idea, which states that "a fair day's work for a fair day's compensation" is required. According to Lewis et al., 1995, workplace equity and fairness have been discovered to be a crucial element in determining employee motivation and job satisfaction.

According to the findings, monetary incentive stigma is one of the most essential methods in human resource management since it effects an organization's productivity and growth. In an interview with one of his respondents, a Ward Executive Officer (WEO), Njunwa (2017) stated, "Life in the village is very difficult, I need money to rent a house, to send my children to school, transportation, and other costs, thus money is more important to me than anything." Money incentives are critical to employee performance because if an employer fails to adequately reward employees, they may be unable to maintain their livelihoods, earn a living, become discouraged, and lose hope. This supports the claim that money plays a significant role in selection and intervention (Coates et al., 1994) and provides employees with incentives to manufacture high-quality products and provide high-quality services Herzberg et al (1959).

As a result, paying employees as a result of improved performance might provide an incentive for them to perform better and become more productive. Because of a good reward system, attendance improves and non-absenteeism increases in the job.

4.6.3 To Determine the Effect of Further Studies Opportunity on DAWASA

Employees Performance

Further study possibilities are strongly and favorably associated to employee performance, according to this study. The goal theory, as promoted by (Locke & Latham, 1981), emphasizes the importance of employee-set goals in motivating employees. A goal serves as a motivator. Employees' goals for job advancement and self-efficacy are fueled by the availability of study opportunities. Individuals strive to continue their education in order to fulfill their personal and organizational ambitions. As a result, the opportunity for future research was preferred. Job holders gain skills and experience as a result of carrier growth and learning, which improves organizational efficiency.

The conclusions are identical to Githinji's. (2014) found that training increases employee motivation since it provides for employee recognition within the organization. At UNSOA, training also links staff with the organization's goals. Training, on the other hand, improves the organization's leaders' good leadership attributes. Finally, training helps motivate employees to perform well at work. Ndunguru (2015) also discovered that taught employees are more likely than untrained employees to stay with the same company after being trained. One significant finding is that possessing Mastery Specific Skills required to successfully accomplishing activities related to one's current profession after training and perceiving a Career Path in one's current job are substantially linked.

As a result, we can affirm that on-the-job training is a critical component of high performance, a successful career path, and job stability. Once an employee has been

trained, he has the opportunity to improve his performance, his current job has a direct impact on the organization's objectives, his job performance outcomes are consistent with the organization's goals, and his good performance on the job earns him formal appreciation from his superiors. One significant finding is that possessing Mastery Specific Skills required to successfully accomplishing activities related to one's current profession after training and perceiving a Career Path in one's current job are substantially linked.

As a result, we can affirm that on-the-job training is a critical component of high performance, a successful career path, and job stability. Once an employee has been trained, he has the opportunity to improve his performance, his current job has a direct impact on the organization's objectives, his job performance outcomes are consistent with the organization's goals, and his good performance on the job earns him formal appreciation from his superiors.

Employee performance is improved by training that improves job satisfaction by improving staff/supervisor/customer connections at work; the employee's capacity to apply their own initiative and abilities at work; salary and promotion chances; and influencing work activities.

The preceding statistics on the possibility of additional research reveal that the majority of respondents work in the commercial or public sector, and that working involves knowledge, skills, and expertise. In Tanzania, a higher secondary school certificate is the minimum requirement for employment in the public sector for supported cadres. The Public Service Staff Circular No. 1 of 2004 spells out the most

basic requirements for entrance into the public sector. The public service management and employment policy of 1999 expands on the admission limits to public service.

As a result, higher job knowledge necessitates education, training, and progress. Mushumbusi (2018) makes a similar argument in his academic work on the effects of collective bargaining strategy in conflict management on the performance of community secondary schools in Ngara district, where he highlights limited opportunities for educational advancement as a barrier to development. These findings support the conclusions of Coates et al., 1994, who state that "if the body of knowledge learned can be applied to the task to be performed, then the acquisition of that knowledge will be a beneficial event for the employee and employer." As a result, the chance for higher education is beneficial to both the business and the employee.

4.6.4 To Determine the Effect of Good Working Condition on DAWASA

Employees Performance

This study discovered that the working environment has a considerable and favorable impact on employee performance. The results support Herzberg's two-factor motivation hypothesis. It establishes that specific workplace elements lead to job satisfaction, but that if they are absent, they do not lead to discontent but rather to no satisfaction. People's motivations change throughout their lives, but "respect for me as a person" is one of the most powerful motivators at any age. He divided between motivators (e.g., demanding work, recognition, and responsibility), which provide positive gratification, and hygiene factors (e.g., status, job stability, money, and fringe benefits), which do not motivate if present but demonize if absent. The "Motivator-Hygiene Theory" and/or "The Dual Structure Theory" are two names for the theory.

There are four basic states that can arise, according to Herzberg: similarly Employees value new sorts of workspaces, according to Davidescu et al (2020), and there is a growing desire among them. Part-time home working, which combines working from home and in an office, has been touted as the best way to boost organizational performance, social and professional interactions, learning and personal growth, and overall work motivation.

At the same time, poor working conditions (such as excessive noise, insufficient lighting, and disorganized work) have a negative impact on employee performance. Stress, overwork, weariness, lower employee productivity, workplace accidents, and occupational disorders are among the most common.

Good working environments were also high on the list of available motivational products. This demonstrates how organizations and working enterprises have prioritized providing good working conditions for their employees. Employees have long demanded better working conditions, and it appears that their demands are being heard. One of the main objectives of all trade unions around the world is for better working conditions. This includes a safe and pleasant working environment, office facilities, amenities, office aspect, and official demands, all of which impact good work and, as a result, performance.

CHAPTER FIVE

CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

5.1 Overview

The purpose of this study was to evaluate DAWASA's motivating packages and their effects on staff performance. The study looked at the various motivating packages offered and how they effect employee performance, according to DAWASA. It also examined the employee's performance among DAWASA workers. This study used a descriptive survey with 316 workers from DAWASA. This chapter includes a summary of important findings based on the study's four objectives, as well as a detailed discussion of the findings and explanations of how they are compatible or inconsistent with the literatures examined. There are more consequences, recommendations, and studies given.

5.2 Summary of Key Findings

The study examined the effect motivational packages on DAWASA employees' performance. Four specific objectives guided the study. On the effect of flexibility of job design on employees performance it was found that Job design has significant and positive relationship on the employee's performance. Means score, correlation analysis and regression analysis all found the relevance of job design on employees performance. Therefore it is one of the key motivational packages that should be well implemented at DAWASA.

Secondly the study determined the effect of money incentives as a motivational package on employee's performance. It was found by this study that money incentive

has a significant positive relationship on the employee's performance. Incentives are treated as one of the key motivational package. it helps to attract new employees, and make those already employed to be retained.

Third, the study evaluated the effect of training or further studies opportunities on DAWASA employee's performance. The study found that training was second most significant and positively related to employee's performance after working condition. Skills earned not only serve as a means and measure of new employee's recruitment and selection but also helps to sharpen the skills of job performance. Above all new skills rearmed are used as one of the criteria for promotion. Therefore employees are motivated by training availability at DAWASA.

Lastly was the determining effect of good working condition on the DAWASA employee's performance. The study found that good working condition was significant, strong and positively related to DAWASA employees' performance. Good working condition score highest than all other variables. Hence it best interest to make sure that working condition is favorable to working employees.

5.3 Conclusions and Implications

Employees were less motivated by incentives and recognition, according to the findings of this study, than by some of the other components of the Work Satisfaction and Motivation Questionnaire. This implies that putting a greater emphasis on rewards and recognition will have a favorable impact on motivation and, as a result, higher levels of job performance. Because this inquiry is a case study, the conclusions may be specific to the Operation business unit and not generalizable to other business units

within the company or to similar business units outside of the organization. The business unit, on the other hand, might use the findings of the study to evaluate its current reward and recognition programs, with a special focus on meeting the needs of varied groups of employees inside the company.

5.4 Recommendations

Many scholars agree that intrinsic and extrinsic motivators can influence motivation, and self-determination theory supports this classification (Ryan & Deci 2000). Extrinsic motivation factors are external rewards that satisfy one's needs, such as pay, fringe benefits, work environment, personal life, work conditions, and job security, whereas intrinsic motivation factors are internal perceptions (satisfaction) toward a specific activity that are enhanced by commitment to work, personal enjoyment, and interest in the activity (Owoyele, 2017).

Extrinsic factors accounted for the majority of the elements in this study, but intrinsic aspects were not overlooked, as evidenced by the regression model. In this regard, respondents were asked to list the available factors in their work environments, with job stability, freedom of expression, a good living and working environment, payments and fringe benefits, education and training being the most influential aspects.

Based on the regression results, we may conclude that motivating factors and employee performance have a favorable relationship. This gives us the confidence to assert that if employees are driven by what they value, they will give their all. As a result, available institutions should pay more attention to the aspects that influence

employee motivation by recognizing and developing appropriate measures. This will ensure that all employees have access to the accessible motivational materials. To promote job satisfaction and autonomy, institutions should establish and implement clear understanding techniques that meet the required motivating packages for employees, and ensure that they are involved in any task design.

When it comes to monetary incentives, the majority of respondents believe they are critical in encouraging staff. It is consequently recommended that; in order to promote worker morale and productivity, the government, in particular, implement a mandated annual salary rise for its employees. It has been five years since the government has increased anything. Management should determine when monetary incentives are most effective in motivating personnel.

Individual differences and needs should also be considered. To attract, retain, and inspire employees for greater performance, monetary incentives such as bonuses and performance-based prizes should be provided. Employees' perceptions of monetary incentives should be sought and obtained by management. The largest effect on job productivity is feedback combined with proper monetary incentive schemes.

It is recommended that all companies establish a particular premium and token to recompense employees who work in a difficult and tough environment for a decent working environment. These will boost employee morale and reduce turnover and obsolescence. Most new employees do not report to their assigned rural locations for immediate work after graduation, fearing a difficult life and harsh surroundings.

5.5 Limitations and Suggestions for Future Research

Various performance and employee output options: This study suggests that more research be done to uncover more opportunities and pathways for improving employee performance. This is because, as previously stated, employee performance is influenced by a variety of factors in addition to the four motivation variables analyzed.

The study recommends more comparative research on the same theme based on comparative analysis to see and assess whether and if the motivational factors remain the same, common, and unchanged in value, perception, and intensity for all employees if measured and tested simultaneously in both Rural District Authorities and Urban Authorities such as towns, municipals, and cities, government agencies, and other public and private organizations.

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APPENDICES

Appendix 1: Questionnaire

I am I am Mariam Fikirini, a Master student at Open University of Tanzania. I am doing research on the assessment of the Effects of motivational packages on DAWASA employees' performance'. You are being part of the DAWASA employees I anticipate you have very potential information that can assist me to complete the research task ahead of me. Please cooperate.

Respondent's Individual Profile

| | | | | | | |
|----|-----------------|----------------|----------------|----------------|----------------|-------------------|
| a) | Age | (1)18 – 30 | (2) 31 - 40 | (3) 41 – 50 | (4) 51 – 60 | (5) 61 and above |
| | | | | | | |
| b) | Gender | (1)Male | (2)Female | | | |
| | | | | | | |
| d) | Education level | 1.Certificate | 2.Diploma | 3.Degree | 4.Masters | 5.PhD |
| | | | | | | |
| e) | Experience | (1)1 – 5 years | (2)6 –10 years | (3)11-15 years | (4)16-20 years | (5)Above 20 years |
| | | | | | | |

While filling up this questionnaire, please **encircle** the rating number {1, 2, 3, 4, or 5} that represents your excellent level of agreement with each statement where

1 = Strongly Disagree 2 = Disagree 3 = Neither Disagree nor Agree 4 = Agree 5 = Strongly Agree.

| Code | Flexibility in Job Design on DAWASA Employee Performance | SD | D | N | A | SA |
|-------------|---|-----------|----------|----------|----------|-----------|
| JD1 | I mostly work 40 hours a week | 1 | 2 | 3 | 4 | 5 |
| JD2 | I mostly work the same number of hours every day | 1 | 2 | 3 | 4 | 5 |
| JD3 | I don't work in shifts in This Company | 1 | 2 | 3 | 4 | 5 |
| JD4 | There is no room for flexible working at DAWASA | 1 | 2 | 3 | 4 | 5 |
| JD5 | Employees at DAWASA have Work scheduling autonomy | 1 | 2 | 3 | 4 | 5 |
| JD6 | Employees at DAWASA have Decision-making autonomy | 1 | 2 | 3 | 4 | 5 |
| JD7 | Employees in this company have Work methods autonomy | 1 | 2 | 3 | 4 | 5 |
| JD8 | Employees are assigned variety of Tasks daily | 1 | 2 | 3 | 4 | 5 |
| JD9 | Always there is Feedback from job we do | 1 | 2 | 3 | 4 | 5 |

| Code | Money Incentive on DAWASA Employee's Performance | SD | D | N | A | SA |
|-------------|---|-----------|----------|----------|----------|-----------|
| MI1 | The primary aim of being employed by DAWASA is to have an income that will finance your general life. | 1 | 2 | 3 | 4 | 5 |
| MI2 | Financial incentives are awarded to the employees performing well as motivational strategies practiced by the corporation | 1 | 2 | 3 | 4 | 5 |
| MI3 | Employees' recognition is practiced in the corporation. | 1 | 2 | 3 | 4 | 5 |
| MI4 | Financial incentives practiced by the corporation facilitate and encourage your performance. | 1 | 2 | 3 | 4 | 5 |
| MI5 | Employees at DAWASA are receiving Bonuses yearly | 1 | 2 | 3 | 4 | 5 |
| MI6 | All employees who perform well receive Extra allowances | 1 | 2 | 3 | 4 | 5 |
| MI7 | There are commission incentives when the company | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|------|--|---|---|---|---|---|
| | makes profits Commissions | | | | | |
| MI8 | There is a profit sharing schemes at DAWASA | 1 | 2 | 3 | 4 | 5 |
| MI9 | Wage incentives are present and well paid to all staff | 1 | 2 | 3 | 4 | 5 |
| MI10 | There is Salary raises each year to all employees | 1 | 2 | 3 | 4 | 5 |

| Code | Further Studies Opportunity on DAWASA Employee's Performance | SD | D | N | A | SA |
|-------------|---|-----------|----------|----------|----------|-----------|
| TR1 | Training courses enhance the level of trainees at the DAWASA | 1 | 2 | 3 | 4 | 5 |
| TR2 | Training courses increase the efficiency of employees at DAWASA | 1 | 2 | 3 | 4 | 5 |
| TR3 | Training courses at DAWASA improves job satisfaction of the employees | 1 | 2 | 3 | 4 | 5 |
| TR4 | Training courses at DAWASA improve the self-confidence of trainees | 1 | 2 | 3 | 4 | 5 |
| TR5 | Training courses decreases the routine of daily work at DAWASA | 1 | 2 | 3 | 4 | 5 |
| TR6 | The repetition of the content of the training courses enhances the mastery of the skills learned | 1 | 2 | 3 | 4 | 5 |
| TR7 | The impact of training courses on the performance of employees is assessed | 1 | 2 | 3 | 4 | 5 |
| TR8 | Training programs are evaluated based on their impact on the performance of employees | 1 | 2 | 3 | 4 | 5 |
| TR9 | Trainees are assessed at work in order to evaluate their mastery of relevant skills | 1 | 2 | 3 | 4 | 5 |
| TR10 | Performance of the employee prior and after training are compared in order to evaluate the impact of training | 1 | 2 | 3 | 4 | 5 |
| TR11 | Effectiveness of training courses is evaluated regularly | 1 | 2 | 3 | 4 | 5 |

| Code | Good Working Condition on DAWASA Employee's Performance | SD | D | N | A | SA |
|-------------|--|-----------|----------|----------|----------|-----------|
| WC1 | My working environment building space do influence my to stay in the office and work comfortably | 1 | 2 | 3 | 4 | 5 |
| WC2 | MY relationship with my fellow workers is good | 1 | 2 | 3 | 4 | 5 |
| WC3 | My relationship with my supervisor is good | 1 | 2 | 3 | 4 | 5 |
| WC4 | The level of feedback that I receive from your supervisor is good | 1 | 2 | 3 | 4 | 5 |
| WC5 | My job security in this organization is good | 1 | 2 | 3 | 4 | 5 |

| SN | Employees performance | 1 | 2 | 3 | 4 | 5 |
|-----------|---|----------|----------|----------|----------|----------|
| EP1 | There has been increase of quality of work at DAWASA as a result Improved motivation packages | | | | | |
| EP2 | Timelines in task performance at DAWASA has improved as a result of good motivation packages | | | | | |
| EP3 | Absenteeism has decreased at DAWASA due to use of motivation packages to employees | | | | | |
| EP4 | More employees have been reported to surpass their targets at DAWASA due to good motivation packages to employees | | | | | |
| EP5 | The employees are strictly using time for work due to use of motivation packages to employees at DAWASA | | | | | |
| EP6 | The employees at DAWASA are dedicated to their work due to being highly motivated packages | | | | | |