THE IMPACT OF STAFF MOTIVATION ON OFFICE WORK PERFORMANCE: A CASE OF LINDI REGION

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT (MHRM), DEPARTMENT OF MARKETING, ENTREPRENEURSHIP AND MANAGEMENT OF THE OPEN UNIVERSITY OF TANZANIA

2022

CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled **"The Impact of Staff Motivation on Office work Performance"** in partial fulfillment of the requirement for the award of the degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

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Date _____

DECLARATION

I, Viatory Fortunatus Bwire, declare that this thesis is my original work and that it has never and will not be presented to any other University or Institution for the same or similar award.

Signature…….....

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Date…….

DEDICATION

I dedicate this work to my family including my mother Theresia Nyambuli Anania, My father Viatory Gabusa Domicio, my lovely wife Grace Paul Kyakaisho, my daughter Theresia Nyambuli Bwire and my son Viatory Gabusa Bwire. They gave me moral support throughout my academic journey. They were and still remain the source of my dream, success and joy. They always encouraged me to achieve higher academic excellence. I thank God the Almighty for having them in my life.

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ACKNOWLEDGEMENT

My first acknowledgment and thanks go to the Almighty God whose blessing and guidance have made this scholarly work possible. He is the God indeed! His words are true and made this fair promise to me. I also thank my family for supporting me morally and spiritually during the whole period of this work. Their encouragement advice and support have enabled me to successfully complete this study. Secondly, my sincere appreciation goes to my supervisor Dr Salvio Macha. I also appreciate the contribution of the District Executive Director (DED) of Nachingwea who allowed me to collect data from his employees. Since it is impractical to mention each and every individual who contributed to this work in one way or another, I would like to assure them that their contributions are highly valued and appreciated.

ABSTRACT

This research was carried out in Nachingwea District of Lindi Region Tanzania. The aim was to examine the impact of staff motivation on office work performance. A cross-sectional study design was utilized. Samples of 95 respondents were randomly picked of out of the population of 1951. Data were collected using a structured questionnaire as well as focus group discussion. Statistical Package for Social Science SPSS (version 23) was used as software for data preparation and processing. Descriptive statistical and content analyses were used for the quantitative and qualitative parts respectively. The results were in pie-charts, tables, histograms and bar-charts. Findings show that; the working environment was noted to be conducive but few issues had to be addressed including provision of training and conducting work meetings in order to improve work performance. Working experiences also was among the important aspects for one to qualify for motivation. Motivation was well granted to the employees because almost respondents touched all important aspects for one to qualify for motivation. Findings with respect to the objective number three which was to examine the impacts of motivation to work performance is that, motivation improves high performance of work to the given organization. In addition, increase of creativity at workplace was also noted through the ideas from respondents. The study concludes that motivation is helps in timely completion of work as it increases trust between the employee and the employer. The study recommends that; the central government should take the responsibility to offer all necessary motivation packages to the public employees.

Keywords: *Motivation, work environment, office work performance*

LIST OF ABBREVIATIONS AND ACCRONYMS

FGD	Focus Group Discussion
HODs	Heads of Departments
LGAs	Local Government Authorities
NDC	Nachingwea District Council
OPRAS	Open Performance Result Appraisal System
OUT Open	University of Tanzania
SPSS	Statistical Package for Social Sciences
URT	United Republic of Tanzania
DED	Director Executive District

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Problem

Being motivated is crucial for anybody since it has a direct and indirect impact on human behavior. In addition, motivation impacts staff performance at work as well as cognitive processes like perception and learning. Therefore, managers need to think about and understand the significance of motivation in the workplace (Prasad, 2005).

The level of employee motivation can be used to measure and evaluate employee retention and productivity growth. Designed motivational strategies can be used to boost employee productivity by identifying employees with potential. One method of encouraging employees based on their performance at work is through rewards and incentives (Memmott and Growers, 2012).

In performing a given task well each individual in organization has got behind pull factors. Therefore, managers ought to explore those pull factors behind each employee in order to develop a particular motivation for attaining organizational objective. Therefore, motivation become important tool for the effective utilization of available resources and develops individual capabilities through their responsibilities (Scott, 1987).

For the attainment of the organization goals Motivation plays significant role to employees in performing assigned tasks. Lack of motivation within an institution across the word including Tanzania causes lack of employee accountability such as absenteeism, alcoholism, laziness, avoidance of assigned tasks, turn over and

gossiping during working hours. Conducive working environment and motivation designed by the managers in organization enhance staff working performance. Once you learn what kind of motivation do employees preferred most through asking the questions is a key to top managers in enhancing morale of high working performance to their employees (Memmott and Growers, 2012).

Employee motivation is one among the factors that can easily identify individual behaviour at workplace. Failure or success within organization can be determined by using motivation to the employees. Top management should understand their staff by asking them why they arrive at the workplace so early? Why do they spend all of their time at work? Why are they intending to retire from the same company, and why is it so important to have mechanisms in place to ensure that production does increase? Simply put, organizations rely heavily on great productivity, and creating many forms of employee motivation is necessary to maintain consistently excellent work performance (Matsei, 2008).

In their annual organizational planning, top administrators should take staff motivation into account for better working performance goals. Motivation makes an employee willing to work on some unassigned jobs, sometimes voluntarily. Employees inside a company need something to inspire them to work; if they are sufficiently motivated, their productivity will be greater than when they are not motivated (Mbogo,2013). It is in this context that The Government of Tanzania continues with efforts to motivate its workforce through introduction of OPRAS that could be as a tool to monitor and manage employee work performance so as to motivate good performance with reward and controlling underperformance (Tanzania Public Service Pay and incentive Policy, 2010).

1.2 Statement of the Problem

Employee performance in an organization is improved by employee motivation. Employee and organizational performance are both impacted by low motivation. Motivated employees tend to be loyal, hard worker, self-assessed with feedback and ready to change. Employers and top managers are advised to use motivation in their managing employees for better performance (Sevanson, 2011). Although the Government of Tanzania has made an effort in enhancing compensation in the public services but the increase did not result in convergence between public service pay level and those of the labour market comparators. A sizable gap still remains.

In 2008 there was study based of staffing in Tanzania public services which revealed that public services lack incentives, supplementary income opportunities, quality housing and accessibility to social services such as education, health, water and electricity in the working environment (Tanzania Public Service pay and incentive policy, 2010). Some of researchers have just expressed problem of motivation in public sector in their studies, for example Gisela (2014) conducted a study on "effects of motivation. Factors on employees' job performance" and found existence of mismatch between employer rewards and employees need that affects employee's performance.

Despite the fact that medium term pay policy and medium term pay reform strategy recognized the importance of non-pay factors in improved work performance due to motivation derived no system approach have been developed till now to incorporate them into the public service Also, pay and incentive levels in the public service especially for technical, professional and lower group cadre are still low leading to poor performance and low job satisfaction. For employees to carry out their duties

effectively they have to be well motivated both intrinsically and extrinsically. A well-motivated employee seems to undertake tasks for his/her own sake (Tanzania Public Service pay and incentive policy, 2010).

Various contribution and initiation were made by the Tanzanian government in collaboration with donor through establishment of various leadership training and seminars in order to enhance capacity building to their employees in which they believed to be one among of factors which will create good performing tasks. Therefore, this study aimed at coming up with a solution and recommendations on motivations strategies and staff work performance in public services.

1.3 Research Objective

This part constitutes general objective and specific objectives.

1.3.1 Main Objective

The main objective of the study is to examine the impact of motivation on office work performance.

1.3.2 Specific Objectives

a) To establish the relationship between the employee motivation and their work environment
b) To assess factors which enhance staff performance among employees
c) To examine the extrinsic and extrinsic factors that affect work performance in president's office.

1.3.3 Research Questions

a) What kind of relationship exists between the employees and their work environment?

b) Which factors causes the positive employees working performance?

b) What are the extrinsic and intrinsic factors affecting work performance in president's office?

1.4 Significance of the Study

The goal of this study was to identify fresh approaches that senior Tanzanian public servants could employ to enhance employee productivity and lower staff turnover in public institutions. In certain cases, motivation itself isn't the issue; rather, it's how people are driven, namely if they are motivated by the rewards they will obtain. Taking an example of Ugombolwa secondary school in Dar-es-salaam, Ilala municipal council in Tanzania, some performing teachers were motivated by roofing rewards without awareness that they don't have plots even blocks to start construction. This study also opens door for the academician to continue with further studies based on motivation and staff performance as well as references to related study. Furthermore the study intended to help Government policy maker to develop efficient Public Service pay and incentive policy so that it brings greater positive effect on employee performance.

1.5 Scope of the Study

The study focuses on the Nachingwea district councils in the Lindi region of Tanzania. The study chose specific departments and units based on their accessibility and availability during data collection, with a goal of choosing five departments in total.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

This Chapter aimed at presenting relevant literature pertaining to the study which includes theoretical literature, empirical literature and summary of the empirical literature.

2.2 Motivation Definitions

"Motivation refers to the ways in which urges, drives, desires, aspirations, strivings, or needs direct, control or explain the behaviour of human beings" (McFarland, 1974). Also Prasad (2005) defined "Motivation as the complex forces starting and keeping a person at work in an organisation. Furthermore Robbins and Coulter, 2005 defined Motivation as "The process that accounts an individual willingness to accept higher level of effort to each organisational goal conditioned by the efforts ability to satisfy some individuals need". Motivation always pushes someone to act and continues him in the course of action already initiated".

Motivation in other way is invisible factors that enable employees to work hard with greater performance within an organization (Pinder, 2008). Features of this definition distinguished from other. Firstly, it is not general as many other definitions, it presents motivation in close relation to work and careers. His definition is intended to apply behaviour such as joining or leaving a company, being punctual, respecting or not respecting supervisor's orders, inventing better ways to perform a job and accepting relocation to another place.

Motivation is the forces that energizes, direct and sustain behaviour. It can be intrinsic where behaviour is affected by factors that may arise from work itself and are self- generated or extrinsic, which occurs when things are done or for people to motivate them (Armstrong, 2012). From the above definitions concept of force seem to be a key element in defining motivation as it makes the definition consistent with other authors work and allows the idea that motivation level could be weak or strong depending on circumstances.

2.3 Types of Motivation

2.3.1 Intrinsic Motivation

Intrinsic Motivation refers to individual motivation stimuli that are coming from within. A desire to perform a specific task because its results are in accordance with his belief system or fulfil a desire and therefore importance is attached to it. Our deep rooted desires have highest motivation power (Prasad, 2005).

There three forms of intrinsic motivation. In the first form people engage in activity for its own sake since they find the activity itself as a source of joy and satisfaction. Example: can be hobbies that one chooses to pursue in the work context fulfilling an interesting task. The second form is activities which are tedious and unexciting but their accomplishment is a source of pressure. For instance meeting a deadline at work brings a sense of achievement. Third form is about compliance it state that it is a matter of compliance with standard for their own sake that propels people to act. These standards may be ethical standards, commitment to group members, and desire to act according values of material or fairness procedure (Frey and Osterloh, 2002).

2.3.2 Extrinsic Motivation

According to Ryan and Deci, 2000 extrinsic motivation is when people act because of external factors that prompt them to take action. Extrinsic motivation is concerned with whatever activity that is done to attain an outcome that is separable from the activity itself. In a career context extrinsic motivation means the desire to satisfy the need or goals that are not related to the work itself. For example, considering work as a mere tool for earning money.

Extrinsic motivational is external in the nature. The most well-known and the most debated motivational is money. Other examples of extrinsic motivation include employee of the month award, benefit package, bonus and organized activities (Armstrong, 2012).

2.4 Importance of Motivation

Motivation is necessary for employee performance. If people do not feel inclined to engage themselves in work behaviour, they will not put necessary efforts to perform well. However performance of an individual in the organization do not only depends on motivation instead there other factors besides the level of motivation which include abilities, sense of competence, role perception and resources.

Motivation seems to be one of the most important tools for increases productivity and retaining employees. Organizations that design motivation systems are not only meant to encourage employees to perform in the most effective way but also to attract potential candidates. One of many ways to motivate and retain employees is by giving traditional rewards and monetary benefits, compensation incentives to reward good performance (Memmott and Growers, 2012).

2.5 Theoretical Literature Review

Various scholars have developed several motivation theories. In this study Maslow's hierarch of needs, Herzberg's Motivation theory, McGregor's Theory X and Y will be discussed to find out importance and implications in motivating employees.

2.5.1 Maslow's Hierarchy of Needs Theory (Abraham Maslow 1940)

According to this theory the behaviour of an individual at a particular moment is usually determined by his strongest needs. Psychologist claim that needs have a certain priority, as the more basic needs are satisfied an individual seek to satisfy the largest needs. If his basic needs are not met, effort to satisfy higher needs should be postponed. A frame work of needs in hierarchal order from bottom to top were developed by this theorist starting with Physiological needs, Safety needs, Social needs, Esteem needs and Self-determination.

Physiological needs are at the bottom of hierarchy and they tend to have the highest strength because without them an individual cannot survive. Until these needs are satisfied to the degree needed for the efficient operation of the body, the majority of person's activities will probably be at this level, and other levels will provide him with the little motivation.

Safety need is the need for self-preservation and being free from work dangers. According to McGregor management should establish favourable environment and develop better employment policies while Peter F. Druker suggest that one's attitude toward security is an important consideration for choosing a job. Organization can influence security needs positively through pension plan, insurance plan etc or negatively by arousing fears of being fired, laid off or demoted.

Social needs; human being has a need to belong and to be accepted by various groups. When social being become dominant, a person will strive for meaningful relations with others. If the opportunity for association with other people is reduced, men often take vigorous action against the obstacles intercourse. Such environment develops where the work is routine, tedious, over-simplified when there is close supervision and control but there no clear channel of communication with management. Esteem needs; are covered with self-respect, self-confidence, a feeling of personal worth, feeling of being unique and recognition. Satisfaction of this needs produce feeling of self-confidence, prestige, power and control.

Self-actualization needs: according to McGregor is a need to maximize one's potential, what it may be. This is related with the development of intrinsic capabilities which lead to people to seek situations that can utilize their potential. This includes competence which implies control over environment factors, both physical and social, achievement. A man with high intensity of achievement needs will be restless unless he can find fulfilment in doing what he is fitted to do.

Maslow's Theory can be Summarized that it is based on hypothesis of hierarchical order of needs, it is assumed that a man is continuously waiting, all human needs are never satisfied, its prepotency diminishes and another need emerges to replace it. Thus at last some needs remain unsatisfied which serve the man to strive to satisfy. It presents a very simple solution of managerial problem that manager can try to satisfy the needs of people in a particular order. Some critics have been developed that human needs cannot be satisfied in order therefore the hierarchy is not rigid for all individual, there is no direct cause-effect relationship between need and behaviour

also the question of reasonable level of satisfaction has brought difficulties to practice this theory since individuals differ.

Maslow's hierarchy of needs theory provides human being differs in needs so as motivation should also considered such variation. It also considers motivation should change time to time and individual within an organization can no longer Motivated with one kind of item all of the time.

2.5.2 McGregor's Theory X and Y

The theory involves assumptions such as generalization and hypotheses relating to human behaviour and nature. McGregor presented assumptions that could predict human behaviour in two opposite point as follows:

2.5.2.1 Assumptions of Theory X

Management is responsible for organising the element of productive enterprise that is money. Material, equipment, people in the interest of economic ends, it also assume that without active intervention by management, people would be passive even resistant to organisation needs, Furthermore this theory assume that an average man is by nature indolent, man lacks ambition, dislikes responsibility and prefer to be led, lastly the theory assume that a man is inherently self-centred, indifferent to organisation needs and resistant to change by nature.

2.5.2.2 Theory Y assumptions

The expenditure of physical and mental effort in work is natural as play or rest, second assumption states external control and threat of punishment are not the only means for bringing about effort towards organisation objectives, thirdly

commitment to objective is a function of the reward associated with achievement. Fourth assumption state that the average human being learn under the proper conditions not only to accept, but to seek responsibility. Furthermore the capacity to exercise a relatively high degree of imagination, ingenuity, and creativity in the solution of organizational problem is widely, not narrow distributed in the population and lastly under the conditions of modern industrial life, the intellectual potentialities of the average human being are only partially utilized.

Theory X and Y implies that individuals should have an input in relation to work performance management as it is very when undertaking management functions such as planning, directing, appraising and controlling.

2.5.3 Hygiene Theory (Herzberg 1968)

This is another motivational theory developed by Fredrick Herzberg who conducted intensive study on the experience and feelings of about 200 engineers and accountants in nine different companies in United State of America concerning their previous jobs. Theorist found that there were two categories of needs essentially independent of each other affecting behaviour in different ways thus are maintenance or hygiene factor and motivational factors.

Hygiene Factors these include several factors like company policy and administration, technical supervision, interpersonal relationship with peer and subordinates, salary, job security, personal life, working conditions and status. These are not intrinsic part of a job, but they are related to conditions under which a job is performed. They produce no growth in a workers output they only prevent losses in workers performance due to work relations. These maintenance factors are necessary

to maintain reasonable level of satisfaction of employees, increase beyond this level will not provide any satisfaction while decrease below this level will dissatisfy employees.

Motivational factors are capable of having positive effect on job satisfaction often resulting in an increase in one's total output. These include achievement, recognition, and advancement; work itself, possibility of growth and responsibility. Most of these factors are related to job contents. An increase in these factors will satisfy the employees; however any decrease will not affect their level of satisfaction. Since these increase the level of satisfaction of employees may be used in motivating them for higher output.

Implication of Herzberg model is based on the fact that most of the people are able to satisfy their lower order needs considerably. The model has been applied in the industry and has given several new insights. One of the insights is job enrichment which involves enrichment of jobs in such a way that they have more motivators than before, the idea behind job enrichment is to keep maintenance factor constant or higher while increasing motivational factors (Prasad, 2005).

The theory alerts human resource managers that an employee cannot be motivated by a single motivation factor instead a combination of intrinsic motivation factors like promotion, career achievement, recognition as well extrinsic factors such as salary, medical benefits, transport benefits and working condition are required to achieve better performance.

2.9 Empirical Literature Review

Different researchers have made study concerning the effect of motivation on

employee performance and came up with some findings that helped to draw conclusion as elaborated here under:

Orasa (2014) conducted a study on the effect of motivation factors on employee job performance in public health care facilities at Ilemela in Mwanza region using descriptive methodology and presented the following findings; there were low motivation among health workers, some employee were intrinsically motivated and some were poorly motivated using extrinsic motivators the study intended to be done will be different from the previous as it will be conducted in different area which is in Dar es Salaam region.

Another study was conducted by Bushiri (2014) on the impact of working environment on employee's performance using qualitative and quantitave methodology at Institute of Finance Management in Dar es salaam and came up with the following findings that there were positive relationship between working environment and employee's performance. The undertaken study will be different from the previous study as it is going to consider various factors of motivation instead of looking on single factor of working environment.

Mbogo (2013) concentrated on impact of motivation on employee performance in public services in Tanzania in Ilala Municipality using Statistical Package for Social Studies and presented that there were positive relationship between motivation and employee performance where wage was identified as the most motivating factor. The study intended to be done will different from this as it doesn't explore about factors of motivation.

Another study was conducted by Mohamed (2013) on the influence of motivation on job performance among primary teachers in public schools in Kongwa District Council using Statistical Package for Social Studies and drawn conclusion that there was no significant relationship between motivation and teacher's job performance as teachers performance is influenced by many factors. The study to be done will be different from Mohamed's study basing on target population which is from Dar es Salaam Region.

Mruma (2013) conducted a study on effect of motivation factors on teacher's performance in Tanzania education institutions in Nyamagana District using qualitative and quantitative methodology and found that teachers are mostly motivated by intrinsic factors. This study is different from this previously done as it is going to be conducted in Dar es Salam at Vice President Office.

Thomas Owusu (2012) undertaken the study on effects of motivation on employee performance specifically in Ghana commercial bank- Kumasi zone using qualitative and quantitative to analyse data and found that there was positive relationship between motivation and employee performance. The intended study will be different from this as it will be conducted in different area which is Tanzania.

Also, Matsei (2008) conducted the study on the impact of motivation on employee performance at Metsimaholo district hospital in Sasolburg using descriptive data analysis and concluded on existence of positive relationship between motivation and employee performance this study will be different from mine as I am going to concentrate on population found in Tanzania.

Salfiya and Maharoof (2011) conducted a study on the impact of motivation on workers performance focusing on District and Divisional secretariat in Ampara District using correlation and regression to analyze data and found strong positive relationship between motivation and employee performance. The intended study is differentiated from this study as it intends to pay attention on the effects of motivation on employee performance rather than impact.

Albeit (2015) conducted the study on the role of motivation on employee performance at Victoria commercial bank in Kenya using correlation and regression to analyze data and concluded that there is positive relationship between motivation and employee performance. The planned study will be different from this as will be undertaken in Tanzania.

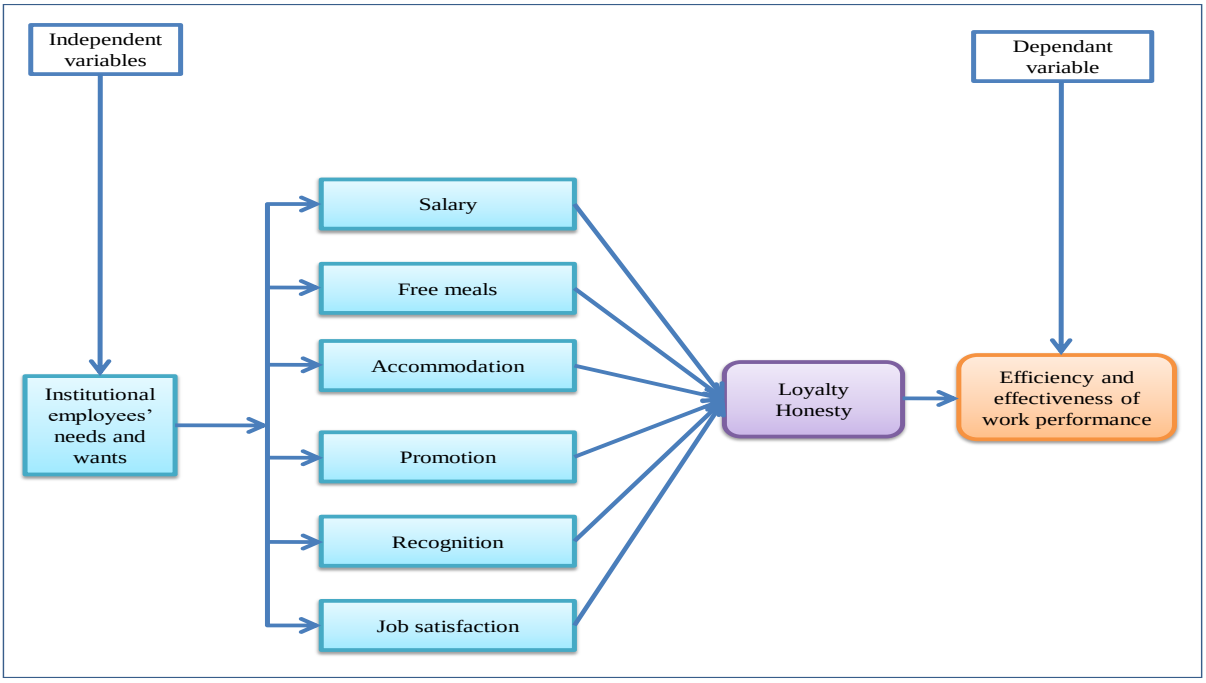
Lastly Faraji (2013) commenced the study on the role of motivation on employee work performance in public organisation at National Development Corporation using correlation to analyze data and found strong relationship between motivation and employee performance. The intended study will be different from this as it is going to be undertaken at Vice President Office.

From empirical works reviewed many researchers have tried to show the relationship between motivation and employees' performance but leaving out what are the hinder factors and motivation strategies that enhance staff work performance for high production output this study aimed at to find out and came up with recommendation of findings.

2.10 Research Gap

Various theoretical and empirical studies have been done in Tanzania and outside of Tanzania mainly exploring on impact, contribution and influence of motivation factors on employee performance. However regardless of endeavour in motivation practice still there are challenges in general practice including what motivate employee's and how motivation relates to employee performance. The planned study will focus impact of staff motivation and staff office work performance in Nachingwea district council with further intention to determine the relationship of staff motivation to work performance.

Figure 2.1: Conceptual Framework



Source: Researcher's Compilation from Literature Review (2020)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

Research methodology is a way to systematically solve the research problem with the logic behind them or a science of studying how research is done scientifically (Kothari, 2010). This chapter discussed about area of the study, sampling design and procedure, variable and measurement procedure, methods of data collection and data processing and analysis.

3.2 Philosophy of the Study

This philosophy of this study is based on the way in which a researcher thinks about the development of knowledge as we as the nature of the problem which is being explored. Some researchers view a problem in different perception either positively, that is positivists, others ascribe to the interpretive paradigm, while others may be called realists (Saunders *et al*, 2007). They have different views but are important in research. The study used qualitative research approach because it wanted to make comparisons and show trends on some of the variables (Babbies, 2004). The researcher develops meaning from the data being analysed with certain emphasis attached to social phenomena.

3.3 Research Design

Research design involves all procedures used in research activities. Research design entails the detail exploration of a specific case, which could be a community, person or organization. In a very simple definition research design is a framework for the collection and analysis of data. There are number of research designs include quasi

experiment, cross-sectional or survey design, longitudinal design, case study design and comparative design (Bryman, 2004).

This study has however adopted cross-sectional study design whereby information will be collected once from one point at a specific time. This provides an opportunity for the researcher to have full analysis of different situations and their interrelationships. Therefore, the rationale for selecting case study is to enable researcher to get in-depth information about the research subject through careful analysis of facts.

This particular research activity was conducted using the guidelines of the qualitative research approaches. In this light, the research study used a questionnaire and Focus Group Discussion (FGD) techniques as methods for the data gathering activities. The qualitative aspect of researcher was used in order to provide in-depth discussion regarding the concept of motivation to the government institutions in Nachingwea District.

3.4 Area of the Study

Nachingwea District is one of the six districts forming Lindi Region. The district is located in the South-East of Tanzania main land. Nachingwea district lies between Latitude 10^0-11^0 South of Equator and Longitude 38^0-39^0 East of Greenwich. It is also lying between 200-900 meters above sea level (NDC, 2019). The District boarders with Ruangwa District to the North-East; to the South-East boarders with Masasi District; South-West borders with Tunduru District and North-West boarders with Liwale District.

Nachingwea district has an area of 7,070 square km; out of this total arable land is about 5,337 square km of which 152.685 square km equal to 29.7 percent of suitable land for agriculture is under cultivation. The potential irrigation land is 260 ha; the irrigated land area in the district is 60 ha. The District is occupied with vegetation Savannah type characterized by different dominant grasses, trees and bushes. Nachingwea District lies between 200 - 900 metres above sea level. The District is occupied with vegetation savannah type characterized by different dominant grasses, trees and bushes.

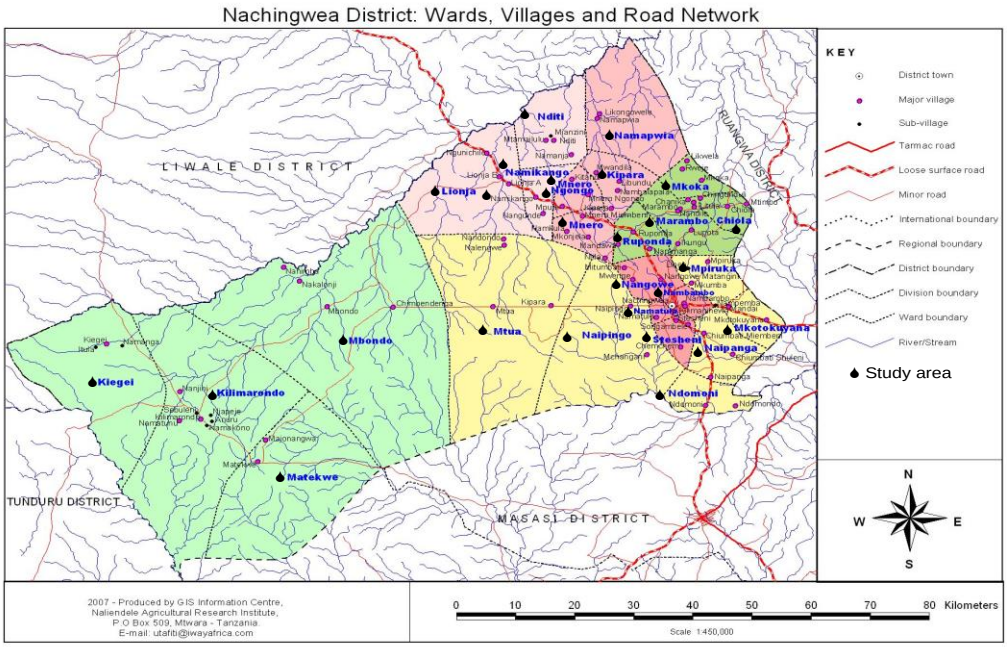
The district receives annual rainfall rate of between 800–1,000mm and has only one rainy season which normally falls between the months of November to April. Lionja, Lukuledi, Kihatu and Mbwemkuru are seasonal rivers which become mostly active during rainy season. Rainfall increases with altitude, hence the lowlands are relatively drier compared to the highlands. Day time temperature ranges from 25^0 to 31^0 C and relative humidity ranges from 71 percent to 86 percent. Administratively, Nachingwea District is divided into 5 Divisions; 36 Wards and 127 villages and Nachingwea Township Authority composed by 17 hamlets (Vitongoji)

The district economy depends highly on the production of cash and food crops. Agriculture sector ranked first with the selling of annual food crops being reported as the main source of income of the rural agricultural households in the district. Major crops grown are; maize, wheat, millet, cashew nuts, sesame. Other sectors contributing to the district economy are Small Scale Agro-processing Industry (SS Agro-I), Trade and Natural Resource. However, agriculture sector contributes 90

percent to the district economy and it is a leading sector that employs over 82 percent of the population and therefore people earn their living through agriculture.

According to NDC (2019), Nachingwea District Council has a total of 1,951 pensionable employees from different departments and units as indicated in Appendix 2.2. The study was conducted at Nachingwea district council where some of departments and units in Public offices were selected for a data collection why Nachingwea district as the area of the study is because of being earliest developed city before independence of Tanzania and it is the first place were various economic plans introduced by colonialist to recovered their drastically collapse economic resulted from war, yet top administrators lack strategies of motivating employees to staff work performance therefore this study intended to investigates staff motivation to work performance at Nachingwea district council.

Figure 2.2: A Map of Nachingwea District showing the research area



Source: GIS Centre, Naliendele Agricultural Research Institute, Mtwara

3.5 Population Size of the Study

By the year 2012 the District had a total population of 178,464 (86,382 Males and 92,082 Females) with household ratio of 3.7 with population density of 23 (URT, 20012).

3.6 Sampling Design and Procedure

Sampling is the process of choosing a smaller, more manageable number of people to take part in research study (Dawson, 2012). According to Kothari (2010) sampling is the selection of only few items from the universe for the purpose of study. For the purpose of this study random sampling was opted because it would help to eliminate bias, it give all individual an equal chance to be chosen, it helped having manageable number of representative and facilitated easy estimation of sampling error.

3.7 Sample Size

A sample size is simply a subset of the population. The concept of sample arises from the inability of the researchers to test all the individuals in a given population. The sample must be representative of the population from which it was drawn and it must have good size to warrant statistical analysis. In this study, a sample size of 95 respondents was drawn from the selected departments. The study came up with the sample size of 95 respondents using the below formula/equation by Yaman (1967) as shown below.

For calculation of sample size for the known population; 5-10% sampling error was used (Israel, 1995). The study population was estimated to be 1,951 (NDC, 2019). This is population includes all district council employees from Nachingwea. The formulary is given as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = sample size

N = population size

e^2 = square root of sample error ($\propto$)

So sample size was calculated as

n = 1,951⁄1+ (1,951×0.1^2)

n = 1,951/20.51

n = 95.124

Therefore, the sample size for this study was 95 respondents.

Best and Kahn (2006) argued that a sample is a small proportion of a population selected for observation and analysis, the characteristics of which can enable the researcher to make certain inferences about the population from which sample was drawn. They maintain that there is no sample size that is the best; any sample can be acceptable depending on the nature of the study. However, a good sample should be that which reflects an actual profile of population from which it is drawn. The whole process of sample selection must be aimed at minimizing bias in the sample.

3.8 Methods of Data Collection

Data are facts and other relevant materials, past and present which serve as basis for study and analysis. This study involved two kinds of data collection techniques.

3.8.1 Questionnaire

The questionnaire is a set of questions administered through oral or verbal communication, or is a face to-face conversation (Kothari, 2010). It is the best

technique that guarantees privacy and confidentiality. It included open ended questions and it was narrated to the respondents by the researcher. The method was used to collect data for this study. The method enabled respondents be free to think critically and write in the absence of the researcher, hence be able to provide reliable data. In that respect, as the researcher I paid attention to the following points in constructing an appropriate and effective questionnaire as stipulated by Kothari (2010): I kept in view the problem to study for it provides the starting point for developing the Questionnaire/Schedule. I ensured clarity about the various aspects of research problem to be dealt with in the course of research development.

Appropriate form of questions depended on the nature of information sought, the sampled respondents and the kind of analysis intended. The researcher decided whether to use closed or open-ended question, whereby in this case an open ended questionnaire was used. Questions were simple and constructed with a view to their forming a logical part of a well thought out tabulation plan. The units of enumeration should also be defined precisely so that they can ensure accurate and full information. Rough draft of the Questionnaire/Schedule was prepared, giving due thought to the appropriate sequence of putting questions.

3.8.2 Interview

A focus group discussion technique (FGDs) was applied to supplement and enrich the individual observation and fill the information gap found in the administered respondent's questionnaire. This method involved Heads of Departments (HODs) and other officers from different departments. The group was estimated to comprise of 10 to 12 respondents and the discussion was held in the different government offices.

According to Dachi (1994:68), this technique helps to judge the relevance of the data collected through questionnaire.

3.9 Types of data collected

3.9.1 Primary Data

Primary data involved data which were collected for the first time using a questionnaire and observation. For the purpose this study primary data were collected through questionnaires and observation. According to Kothari (2010), there are some of the advantages brought by using primary data:

- Primary data is collected as a response to the exact needs of the merchant;
- The information is actualized;
- The data categories are created only for the enquired problem;
- There is no contradictory data from different sources;
- Primary data is the only possible alternative when secondary data is not enough.

There are also some disadvantages:

- It is harder to obtain;
- Collecting primary data takes more time;
- If collecting only primary data the success odds are limited;

Irrelevant data might be collected if the problem is incorrectly defined.

3.9.2 Secondary Data

Secondary data were obtained from various reports, journals and circulars pertained to motivation in public service. The method was chosen in respect of data reliability, suitability and data adequacy.

3.9.3 Observation

This was one of the techniques used to collect data from the study area. This technique did not involve asking respondents on anything, rather the researcher was keen observing working environments and compared to what was given by the respondent through filling a questionnaire.

3.10 Data Processing

This study used a qualitative research procedure in data analysis. This method was used in order to counter shortcomings from each technique (Saunders *et al*, 2003). The data processing included:

Coding; data were assigned with numerals or other symbols to answers so that responses can be put into a limited number of categories to the research problem under consideration.

Editing; the collected raw data were examined to detect errors and omission for accurate and consistent with other facts gathered.

Classification; raw data collected from respondents were reduced into homogeneous groups so as to get meaningful relationships and reduce the deviations. This involved arranging data in groups or classes on the basis of common characteristics.

Tabulation; raw data were summarized and displayed in the same compact form of statistical table in the orderly arrangement in columns and rows.

3.11 Data Analysis

Data analysis is a process that involves coding, editing, classifying and tabulating the collected data (Kothari, 2004). While Burns and Grove, (2003) described data analysis as a mechanism for reducing and organizing data to produce findings that require interpretation by a researcher. In this study, content analysis was used where

by the qualitative data gathered were categorized into themes and sub themes. Data from questionnaires were analyzed using a Statistical Package for Social Sciences (SPSS). However, Excel computer program was consulted in order to construct clear graphs and charts. Editing involved going through the questionnaires to see if respondents responded to questions and see if there are blank responses. Tabulation involved counting the number of cases that fall into various categories.

3.12 Validity and reliability of the study

3.12.1 Validity

Validity is the extent to which an instrument measured what it claimed to measure and the interpretation and meaning of the scores derived from the instrument (Ary, *et al.* 2010). To ensure validity the researcher performed a pilot test of her interview guide to eight respondents in Nachingwea district council also the use of different group of people on testing similar feeling and attitude was also helpful.

3.12.2 Reliability

Reliability can be described as the ability of an instrument to bring the same results when used in different time, setting with different researcher, Creswell, (2013). In conducting the research reliability of instruments can be measured through their validation (Kothari, 2004). To make sure there is reliability a researcher used the similar questions used in an interview to the focus group discussion. To make sure there is reliability a researcher revisited some of her respondents one month after the first interview to approve what collected in the first meeting.

3.13 Ethical Issues

3.13.1 The Rights to Communication

According to Leedy and Ormrod (2005), the ethics of science concerns what is wrong and what is right in the conduct of research, because scientific research is a form of human conduct, it follows that such conduct has to conform to generally accepted norms and values. At one hand, Babbie (2001) says that "Anyone involved in research needs to be aware of the general agreement about what is proper and improper in scientific research".

In following Leedy and Ormrod's advice, I got a letter from the University through my supervisors to my respondents clarifying the intention of my study and it's important to them. Gravetter and Forzano (2003) made it clear that "researchers have two basic categories of ethical responsibility: responsibility to those, both human and nonhuman, who participate in a project; and responsibility to the discipline of science, to be accurate and honest in the reporting of their research.

3.13.2 Proper Information Provision and Biasness Avoidance

All respondents were informed about the reason for the study and that they were under no obligation to participate or answer any questions that they felt uncomfortable with. De Vos, *et al.,* (2005) explain that "subjects can be harmed in a physical or emotional manner".

3.13.3 Violation of Privacy

De Vos, *et al.,* (2005), define privacy as "that which normally is not intended for others to observe or analyse and it's the individual's right to decide when, where, to whom, and to what extent his or her attitudes, beliefs, and behaviour was revealed".

To maintain this principle, the researcher safeguarded the privacy and identity of my respondents and act with the necessary sensitivity that my topic deserves. With that respect, all issues during data collections including right to privacy, honesty with professional colleagues and protection from harm were put into consideration.

CHAPTER FOUR

4.0 RESULTS AND DISCUSSION

4.1 Chapter Overview

This chapter presents the nature of data which were collected in the field concerning the impact of employees' motivation on office performance in LGAs. I constructed questionnaires contained dully filled questions of which were all analyses for research results. Data were collected through various methods and analysed using Statistical Package for Social Science (SPSS). However, before presentation, analysis and discussion of the empirical findings, characteristics of respondents were also presented and analyzed since are among the ways which establish validity and reliability of data collected. In this chapter, the findings are presented chronologically following research objectives.

4.2 Respondents' Demographic Information

Knowing the importance of respondents' background, the research perceived it as one of the key features to predict the relevance of much information given forth by respondents. The ability to interpret the impact of motivation for office motivation in LGAs for the benefit of communities within and out of the research area depends on many factors whereby in this context demographic information was among the priorities. In fact, the impact of motivation to employees is among the issues which need an individual to be active in terms of physical and mental so that can judge its impacts to the entire community. With that respect therefore, respondents' demographic factors in this study involved age, sex categories, education levels and marital status.

4.2.1 Respondents' distribution by sex category

In this research sex categories of respondents were analysed in order not on to come up with views for both sex categories, but more importantly to make the research gender sensitive respectively. According to the culture of respondents in the study area, the research prompted to investigate sex categories of respondents in order to know which sex category is mostly aware of the impact of motivation to workers for the effective office performance. Through the research findings it was noted that, males from other member respondents were 68.4% while females were 31.6% as illustrated in Table 4.1. It should be noted that, the variation of equity was due to availability of male respondents than women.

Though the ratio of male-female was not symmetrically proportional, the researcher was satisfied with the involvement of women in the research; therefore the researcher can conclude that information obtained in this study was not gender biased. However, according to the respondents, it is essential to understand that, quality of goods and services affects men and women in different ways, since their roles are substantially different, whereby women are mostly burdened with different commodities. Any argument related to the impacts of motivation to the employees on office performance and other related problems needs to take these differences into account. This is why sex categories were important in this study.

For any economic development intervention activity, a number of gender issues need to be taken into board, because different gender relations exist in each cultural context. Gender relations refer to a complex system of personal and social relations of domination and power through which women and men are socially created and

maintained and through which they gain access to power and material resources or are allocated status within society (Adams, 2007). Gender is about roles played by men and women; it is not synonymous with men and women. Strengthening gender in development is a process.

Sex, on the other hand, refers only to the biological and physiological differences between men and women. Men and women are not the same: they are not equal nor will they ever be, due to physical and biological conditions. Gender, however, does not refer to the biological differences but to the social and cultural structure that defines what it is to be a “man” and what it means to be a “woman” in a given society and cultural setting.

With regard to differences between men and women with respect to their problems; there is a need to prioritize participation and access to productive resources and opportunities for development considering the fact that, gender analysis helps identify where and what kind of inequities may exist between men and women with regard to legal rights, opportunities for personal development, access to productive resources, political participation. Often, but not always, women are at a disadvantage, due to the fact that most societies are dominated by men and based upon a patriarchal structure. Because of these existing disadvantages, it is not sufficient to provide equal or the same access to services for men and women.

Investigation of sex categories in this study was also important as family benefits are especially important for women because many women do not earn sufficient credits throughout their working career to be eligible for their own benefits due to care giving for children or other family members. Many other women earn much less than

their husbands and rely on spousal and widow's benefits in retirement. The analytical results from this study tallies with those in research by Adams (2007), which shows that 30 percent of women workers spent four or more years out of paid work during a 15-year period, compared with only 4 percent of men. In other words, half of all women recipients rely on family benefits compared with only 1 percent of men.

Table 4.1: Sex category

Sex category	**Frequency**	**Percent**
Male	65	68.4
Female	30	31.6
Total	95	100.0

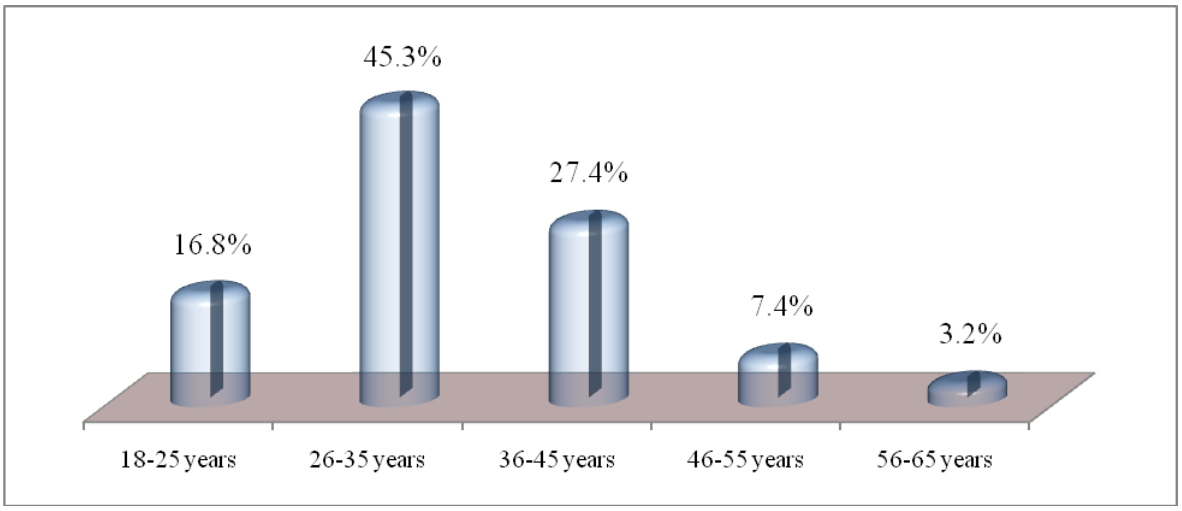
4.2.2 Respondents' distribution by age

Age limit is required in determining employments and duration of stay in job which could eventually implicate ability to interpret factors leading to either effective office performance in a given organization. So, the study considered age as one of the major factors to be analysed since service delivery is one of the important organ on economic growth and also which can be dictated by the age, so age was of important parameter to be analysed. Respondents involved in this study were those aged between 18 years to above 65 years.

From the study findings it was noted that, respondents with age from 26 to 35 years were 45.3% of all respondents as illustrated in Figure 4.1. According to the key respondents involved in this study, this age category was reported to be the most economic active in the study area. Another age category found to exist in this study was those having age range form 36-45 years who constituted 27.4% of all

respondents. The respondents aged between 18-25 years were 16.8% as illustrated in Figure 4.1, while the lowest age limit in this study were those aged from 46 to 55 years who constituted 7.4% of all respondents and those with age above 65 years were 3.2% of all respondents. In that respect, the study encompassed a reasonable age who were able to give information on the effectiveness leadership.

Figure 4.1: Age category of the respondents



4.2.3 Distribution of the respondents by education

Numerous definitions of education exist. However, for the purpose of this study; education means learning knowledge, skills, and attitudes. The most important of these is learning how to learn. Learning means deciding about your own lifestyle. The impact of education is well prominent in technological issues where many techniques are used to improve office performance in government organizations particularly in LGAs. Education with no doubt is indisputable qualifications for economic development though not necessarily to have direct impact on it. This research classified education into five levels starting with the primary education to high education levels.

The results from this research indicated that, respondents with diploma education level were 30.5% of all respondents involved in this study, while respondents with certificate were 23.2% of the respondents as shown in Table 4.2. Respondents who managed to attain degree and above were 5.3% of all respondents. The study further noted that respondents who attained primary education were 7.4% of all respondents. Respondents who attained secondary education were 33.7% of the respondents and according to this study this is the group encompassed a large number of respondents involved in the study. Secondary education in this study is meant a level attained after primary and other forms. The implication from these findings is that, the study was presented by the individuals with research requirement educational qualities.

Table 4.2: Education level of the respondents

Education level	**Frequency**	**Percent**
Primary education	7	7.4
Secondary education	32	33.7
Certificate holder	22	23.2
Diploma holder	29	30.5
Degree and above	5	5.3
Total	**95**	**100.0**

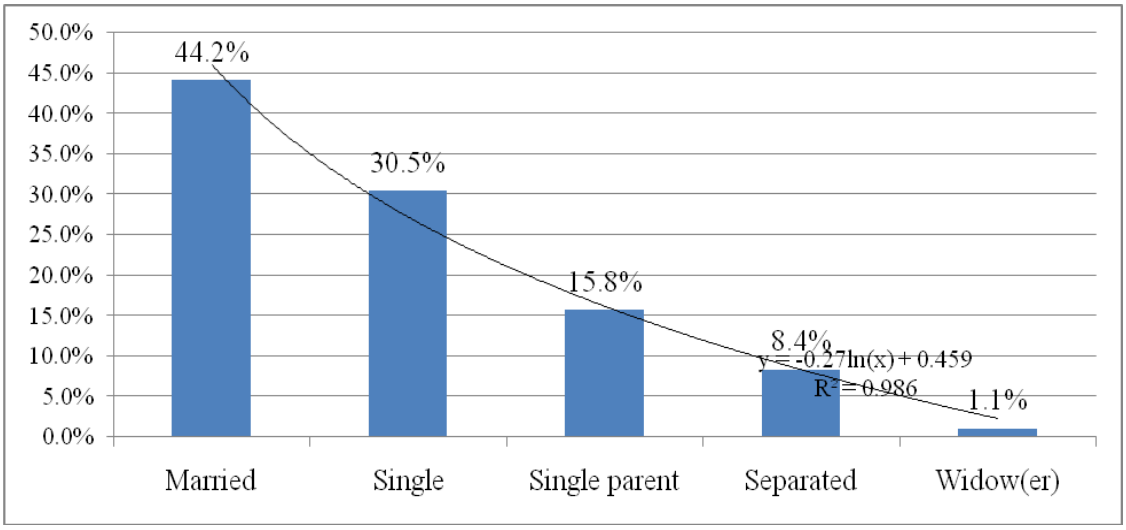
4.2.4 Distribution of the respondents by marital status

Marriage qualities as could be used by other societies to judge for the ability to engage in economic activities were studied in this research in order to come up with vivid evidence on the effect of marriages on striving for economic activities including employment in government organizations. Though qualities like being married are

additional, however one may be judged according to marriage status, though this depends on the culture of particular community. Research findings revealed that, 44.2% of respondents in this study from other member respondents were married as shown in Figure 4.2, while 30.5% of them felled under single marriage category whereas another group of 8.0% of respondents were widow.

Furthermore, the research findings noted from other member respondents that, respondents who were 8.4% of all respondents interviewed were noted to be under separation marriages, while widows were 1.1% respondents and those under single parent were 15.8% of all respondents as shown in Figure 4.2. The implication from these findings is that firstly; the research is gender sensitive, but the second point is that, males were found to be able to express themselves in interview as it was the case of men with consideration that, the need to be motivated indicates the needy to overcome life challenges which depends on one's responsibility to tackle daily activities in a given particular department.

Figure 4.2: Marital status of the respondents



4.2.5 Respondents' position in the organization

It was important to know the respondents involved in this study by their working position as this could give the insight of type and ability of the people responded to the research question simply because the study involved some of the sensitive issues. From the analytical results it was revealed that, 37.9% of the respondents were primary education teacher as illustrated in Table 4.3, while 25.3% of the respondents were from secondary education sector. Respondents from health were 15.8% and those from district council administration were 13.7%. Respondents from community development department were 7.4% of all respondents involved in this study. According to District Human Resource Officer (DHRO), the district council have twenty one totals of department and units. Therefore, this study managed to encompass a reasonable number of representatives from the departments and units which implicates to have exhausted the information required.

Table 4.3: Position in this organization

Position	**Frequency**	**Percent**
Administration	13	13.7
Primary Education	36	37.9
Secondary Education	24	25.3
Community development	7	7.4
Health	15	15.8
Total	**95**	**100.0**

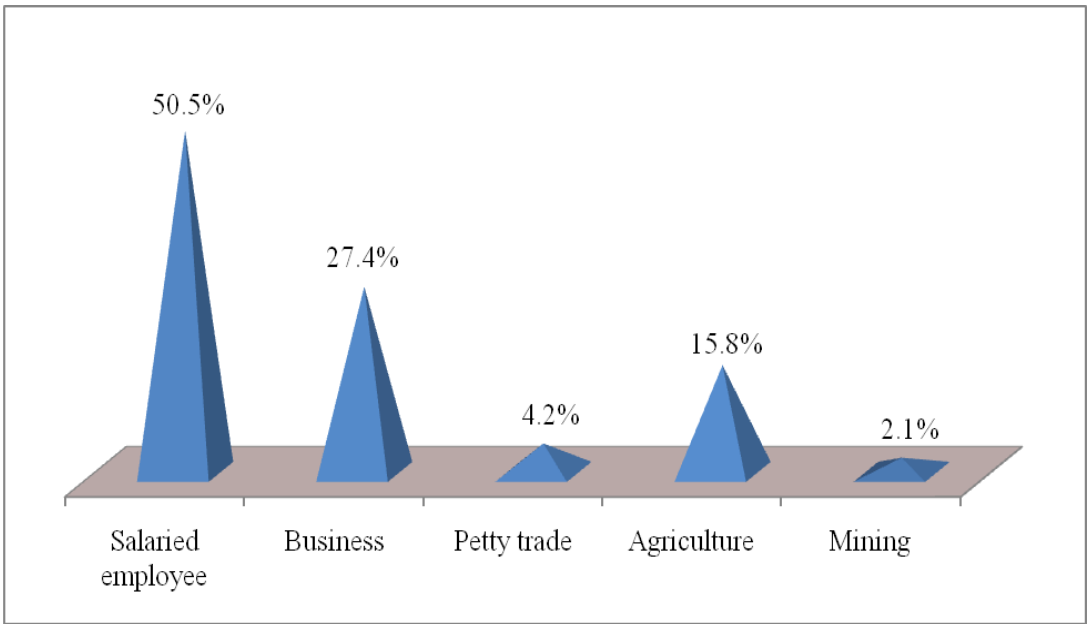
4.2.6 Major economic activity of the respondent

Together with the fact that most of respondents interviewed during this evaluation were employees, the researcher decided to interview the respondents on their other

major activities which could be associated with economic activities. From the respondents' responses, it was noted from 50.5% respondents as shown in Figure 4.3 that salaried employee while 27.4% of respondents were engaged on business activities as the major economic activity.

Other economic activities performed by respondents involved in this study were agriculture as reported by 15.8% of respondents; while petty trade was conducted by 4.2% of respondents and 2.1% of the respondents as indicated in Figure 4.3 were dealing with mining activities. These activities were important to be known for the sake of justification to the impacts of motivating employees for the wellbeing of the community. Hypothetically, the research expected to have all respondents mentioning government employment as the major economic activity but it was contrary.

Figure 4.3: Major economic activity



4.3 To understand relationship between the employee and their work environment

4.3.1 Existing meeting schedule of the organization per year

It is important to have reasonable number of meetings in any organization in order to allow employees to speak out their problem in presence of leaders and other workers with the aim of coming up with solutions. According to 18.9% of the respondents, only 4 meetings per year were conducted, while those conducted 2 meetings per year constituted 16.8% of all respondents as illustrated in Table 4.4. From the analysis, it was also noted from 16.8% of the respondents it is only 6 meetings per year were conducted.

Another group of 14.7% of the respondents reported to have noticed meetings conducted quarterly, while 13.7% of the respondents were not sure of meeting schedule; this is probably due to the nature of working department. From the Table 4.4 it is also revealed that, 3 meetings per year were conducted as informed by 9.5% of the respondents. At the same hand, 4.2% of the respondents noted one meeting to have been conducted per year. These numbers of meeting according to the DHRO can suffice the need provided it is conducted to the manner that all employees are informed and prepared to give out their concerns.

Table 4.4: Meeting schedule per year

Number of meetings	Frequency	Percent
1 meeting/year	4	4.2
2 Meetings/year	16	16.8
3 meetings/year	9	9.5
4 meetings/year	18	18.9
5 meetings/year	5	5.3
6 meetings/year	16	16.8
Quarterly	14	14.7
Not sure	13	13.7
Total	**95**	**100.0**

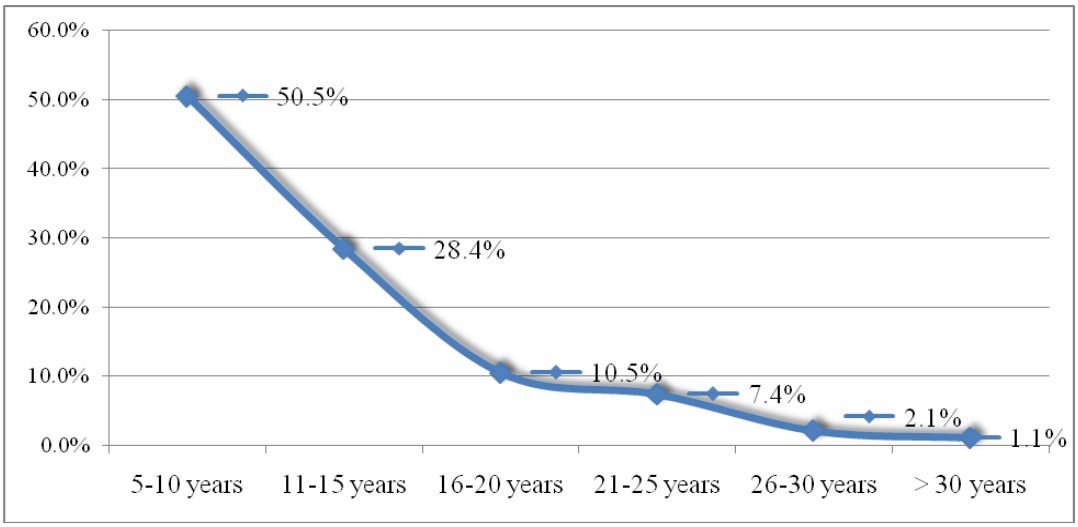
4.3.2 Years the respondent have been working area

Working experience matters a lot on expressing the situation of the organization. That was the hypothetical assumption laid down by the researcher. In respect to this, number of years stayed by the respondents was determined whereby 50.5% of the respondents stayed in the area of study from 5 to 10 years as indicated in Figure 4.4. Another group consisting 28.4% of the respondents dwelt in the area of study between 11to 15 years, while 10.5% of the respondents existed the area of study from 16 to 20 years.

From the analytical research it was revealed from 7.4% of respondents that they stayed in that particular area within 21 to 25 years, whereby 2.1% of the respondents as indicated in Figure 4.4 reported to have been living the study area within 26 to 30 years and 1.1% of the respondents had more than 30 years of age living the same area. According to the questionnaire imposed to the respondents; the minimum year

which the respondents found to have been existing in the study area ranged from five to more than thirty years as illustrated in Figure 4.4. The indication of this time long staying the same area was not a deal but they way these respondents managed to continue working with the same organization was the interesting issue.

Figure 4.4: Years the respondent has been working



4.3.3 The mostly preferred types of motivation by the staff

Motivation is normally given to an employee without pre-consultation. However, not all motivations are preferred in same manner by recipients. Knowing this, the study went far evaluating different types of motivations which are mostly preferred, whereby salary increase as illustrated in Table 4.5 was reported by 27.4% of the respondents to be the most preferred followed by 16.8% of the respondents who opted type of motivations which are offered as stipulated in government motivations regulations.

Extra duty allowance is the sum of payments effected to an employee who committed to work after working hours. This is one of the types of motivation which was preferred by 14.7% of the respondents as indicated in Table 4.5. It is the right of any employee to get allowance when asked to travel out of hi/her working station so that

can assist traveling and other costs when out of office. However, in this research it was revealed that travelling allowance should be increased not for the sake of affording travelling costs, but as a motivation as pointed out by 12.6% of the respondents.

> *'Motivation is not a strange think, and should not be perceived as something special to someone special but every work need appreciated even by saying "well done" whereby every employee deserves it from his/her immediate supervisor'*

One of the respondents reverted during the interview with the researcher. As also indicated in Table 4.5, 10.5% of the respondents reported work appreciation by top leaders to be one of the preferred types of motivation. Prizes and gifts from the employer are among the preferred motivation as optioned by 9.5% of the respondents, while 8.4% of the respondents mentioned the point of allocated house allowances to be the best motivation to the employees. Summarily, all of the mentioned motivations were reported to be important for the employee to word effectively and efficiently.

Table 4.5: The mostly preferred types of motivation by the staff

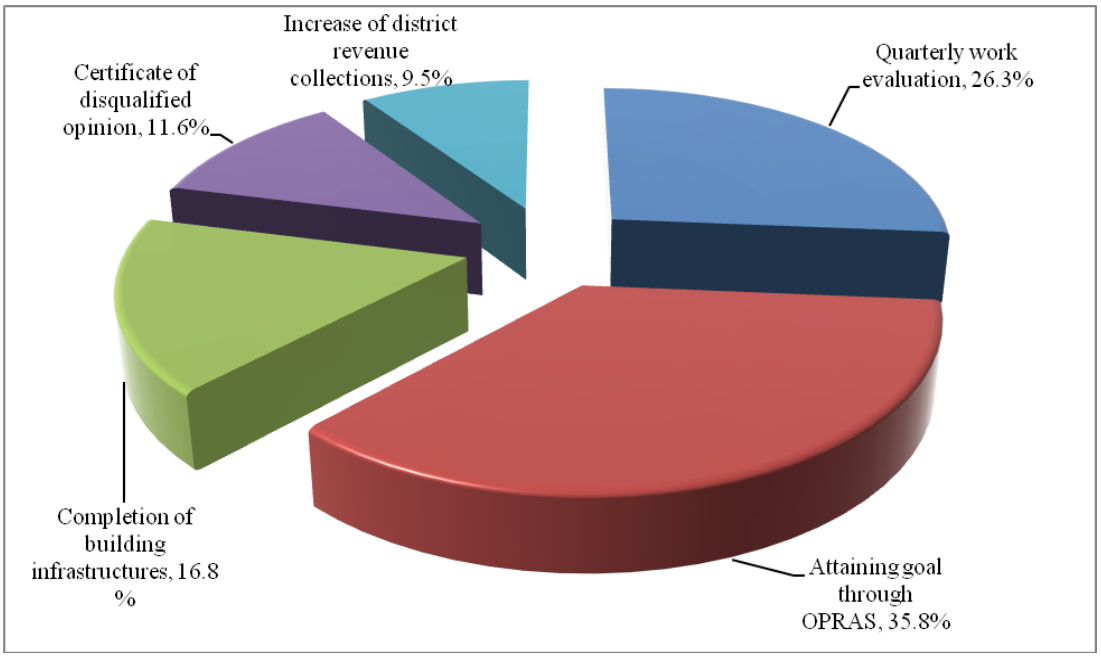
Preferred motivation	**Frequency**	**Percent**
Salary increase	26	27.4
Extra duty allowances	14	14.7
House allowances	8	8.4
Win prizes	9	9.5
Work appreciation by top leaders	10	10.5
Travelling allowances	12	12.6
All stipulated motivations	16	16.8
Total	95	100.0

4.3.4 Work performance measurement

Work performance can be measured differently from different organizations or institutions depending on the targeted goal. With the case of Local Government Authorities (LGAs) particularly in the study area, work performance was measured in different ways including attaining goal through OPRAS as outlined by 35.8% of the respondents involved in this study. 'Quarterly work evaluation' was also among the ways to evaluate working performance as aired out by 26.3% of the respondents (see Figure 4.5).

One of the important activities performed by the LGAs is to ensure implementation of development projects for the communities on where 16.8% of the respondents considered it as one of the work performance measurements where the term 'completion of building infrastructures' was used as indicated in Figure 4.5. The government through Control Audit General (CAG) normally offers different certificates to the LGAs after every fiscal year denoting their performances. It is through this way 11.6% of the respondents opted 'offering of certificate of disqualified opinion' to be one of the criteria to measure work performance. The increase of district revenue collections was one of the methods used to measure work performance as outlined by 9.5% of the respondents (see Figure 4.5). The mentioned work performance measurements if really used can bring the organization into targeted goal.

Figure 4.5: Work performance measurement



4.3.5 If the respondent has ever attended training pertaining work improvement

Training is one of the important aspects not only to the employees but for the betterment of the organization. To determine whether the respondents were aware of trainings conducted to them, an attitudinal question was posed to them whereby 56.8% of the respondents as indicated in Table 4.6 had never attended any training out of their qualification training. This was taken as a problem for the institutional development because one of the respondents who did not attend any training said that

> *'training paves the way for the organization to attain an effective development, but the organization has not proper plans to develop its employees which will hinder from attaining the goal'.*

The analytical results also revealed from 43.2% of the respondents as illustrated in Table 4.6 that the organization was training its employees. This number of respondents attended training is not sufficient to bring the meaning of employees'

development, and therefore the organization probably need to have more strategies, if possible, all employees should attend training for the effective performance of the organization. However, this depends on the organizational missions, vision, strategies and goal aimed to be attained.

Table 4.6: Training pertaining work improvement

Response	**Frequency**	**Percent**
Yes	41	43.2
No	54	56.8
Total	**95**	**100.0**

4.3.6 The purpose of training offered to the respondent

As it has been discussed in the previous section that, training is of great important for the organization performance and therefore the study continues investigating on the training attended by the respondents whereby 17.9% of the respondents found to have attended training on HIV/AIDS awareness, while 9.5% of the respondents had attended administration issues as illustrated in Table 4.7 another group of 6.3% of the respondents attended training on project planning, while 5.3% of the respondents attended training on teaching methodologies. Budgeting and planning as a course was attended by 4.2% of the respondents, while 3.2% of the respondents attended land survey techniques as noted from Table 4.7. These type of trainings attended just represented other trainings attended by the respondents who probably were not involved in this study.

Table 4.7: The purpose of training offered to the respondent

Purpose	Frequency	Percent
Administration issues	9	9.5
HIV/AIDS awareness	17	17.9
Project planning	6	6.3
Budget planning	4	4.2
Land survey techniques	3	3.2
Teaching methodologies	5	5.3
Not applicable	51	53.7
Total	**95**	**100.0**

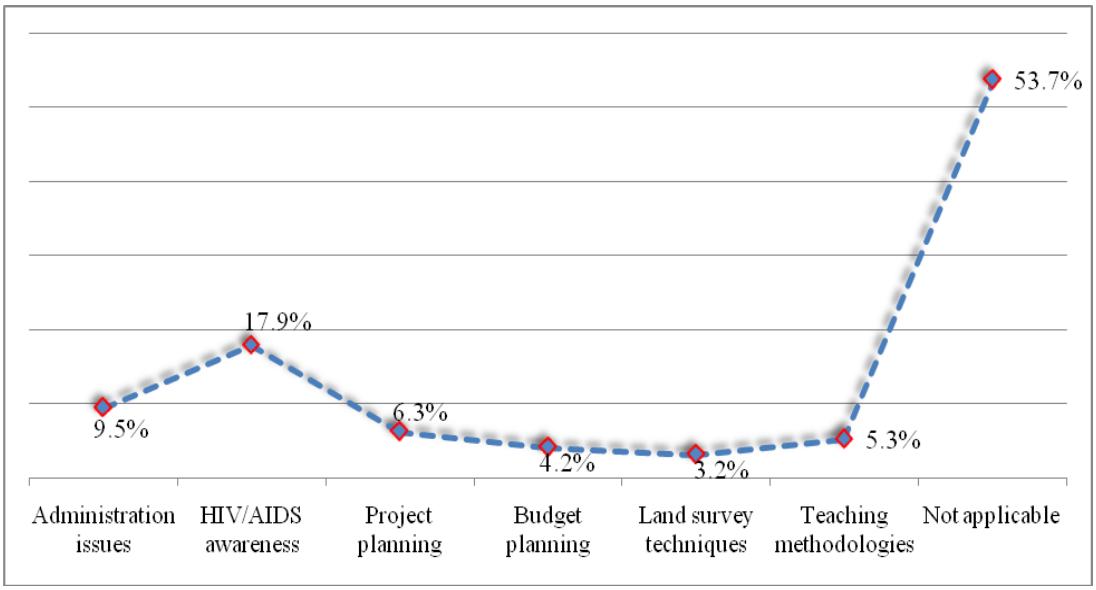
4.3.7 Method used to assess the respondent on the attended training

With consideration that, a number of respondents in this study were found to have attended different trainings, it was important for the researcher to evaluate the methods used to assess the impact of training to the trained employees. Big number (53.7%) of respondents as the results as shown in the research results it that they are not aware of the methods because it is an administrative role. However, 17.9% of the respondents as shown in Figure 4.6 pointed that, by evaluating working performance of the trained employees could be the best method of assessing the impact of training offered to the employees.

Evaluation of training report was one of the methods of assessing the respondents on the attended training as pointed out by 10.5% of the respondents (see Figure 4.6). The official method of assessing training impact was reported to be the use of Open Performance Result Appraisal System (OPRAS) as opted by 8.4% of the respondents. Appraisal from head of department was also mentioned by 8.4% of the respondents to

be among the methods to be used at the course of evaluating the impacts of training offered to the employee. On the same hand, 5.3% of the respondents said that the best method to evaluate training performance was to use as informal discussion with the responsible employee.

Figure 4.6: Method used to assess the respondent on the attended training



4.4 Factors that enhances staff performance among employees

4.4.1 Response on motivation of staff

Under this section, the major issue was to evaluated factors which accelerate work performance in the organization. Before going to detailed information it was noted to be important to make thorough investigations on whether employees are motivated or not. From 46.3% of the respondents as indicated in Table 4.8, motivation to the government employees is not given priority. On the other hand, research analytical results indicated from 40.0% of the respondents that, motivation was given priority.

Clearing to this query, DHRO responded that, all employees are motivated but the problem is the difficult of satisfaction from the motivation given to them. Another group of 13.7% respondents as illustrated in Table 4.8 were not sure whether motivation was committed to employees or not. Conclusively, it is difficult to measure the level of satisfaction of motivation individuals although through work performance it can be possible.

Table 4.8: Response on motivation of staff

Response	**Frequency**	**Percent**
Yes	38	40.0
No	44	46.3
Not sure	13	13.7
Total	**95**	**100.0**

4.4.3 Reason for not motivating staff

From the research analysis it was revealed that, to some extent motivation was not given priority with the reason that the responsible organs for motivating staff was claimed to be irresponsible on their respective work whereby 23.2% of the respondents perceived it as negligence. Another group of 18.9% of the respondents outlined that motivation was not awarded to the government staff due to lack of awareness of motivation to administrative personnel, while 7.4% of the respondents mentioned lack of funds to be the major reason for government workers not motivated (see Table 4.9).

Specifically, 4.2% of the respondents interviewed during this study as shown in Table 4.9 mentioned that government employees were not motivated because administrative

leaders are irresponsible and perhaps, they are not aware of the impacts of developing their employees. These responses qualify to conclude that respondents interviewed in this study were aware of the reasons accelerated ineffective commitment to government employee motivation.

Table 4.9: Reasons for not motivating staff

Reason for not motivating	Frequency	Percent
Negligence	22	23.2
Lack of awareness of motivation	18	18.9
Lack of funds	7	7.4
Leaders are irresponsible	4	4.2
Not applicable	44	46.3
Total	**95**	**100.0**

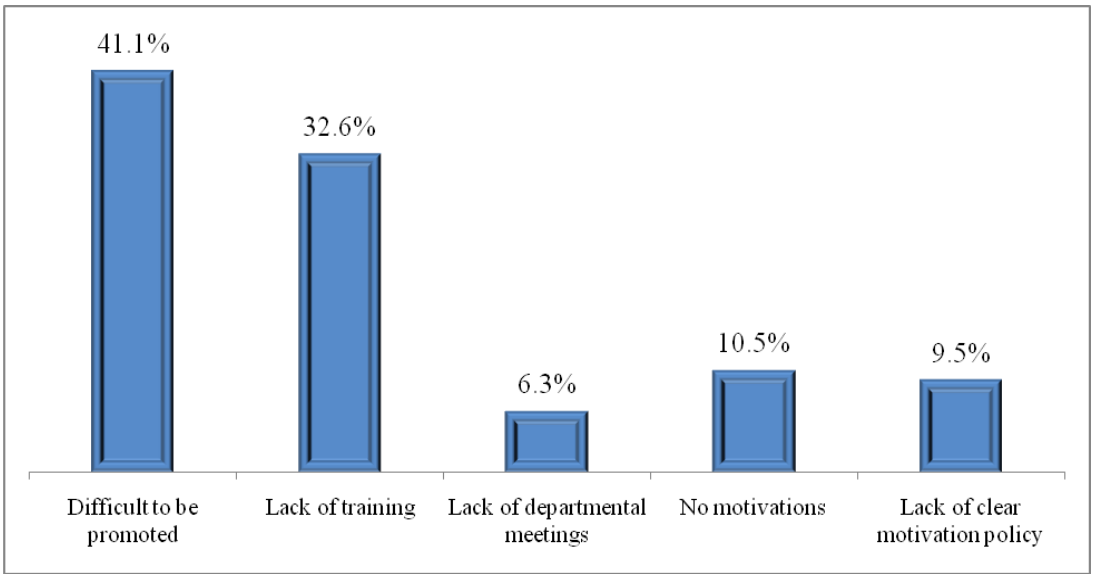
4.4.4 Major working challenges in the study area

The most respondents involved in this study are the government employees working with Nachingwea District Council and who are facing direct challenges on their daily responsibilities. With thus respect, the research found it sound to interrogated them on the difficulties they face at the course of implementing their duties. From 41.1% of the respondents, 'difficult to be promoted' was mentioned to be the major exacerbating challenge to them, while 32.6% of the respondents as indicated in Figure 4.7 mentioned lack of training to be the major challenge to the government employees.

The issue of lacking motivations was ones and critically mentioned to be among the challenges as pinpointed by 10.5% of the respondents involved in this study.

Furthermore, lack of clear motivation policy was mentioned by 9.5% of the respondents as outlined in Figure 4.7 to be among the challenges faced by the respondents involved in this study. The study also revealed from 6.3% of the respondents that, lack of departmental meetings was also the challenge to the government employees. It is therefore worthy to conclude that motivation is of the paramount important for the staff to work hard for the better performance of the organization.

Figure 4.7: Major working challenges in the study area



4.4.5 Existence of case related to poorly motivated employee in study area

In most cases, poor motivation does not end up with desirable results because it is through motivation employees are likely to perform their duties effectively. Before analysing type, case and impact of poor motivation, it was ideal to evaluate existence of the cases emanated with poor motivated employees. From 50.5% of the respondents as illustrated in Table 4.10 a number of cases from low or poor motivation exited. On the other hand, 49.5% of the respondents were not experienced cases from poor motivation. However, the number of respondents experienced case

originated from poor motivation qualifies to take poor motivation as a critical issue to deal with in this research.

Table 4.10: Existence of case related to poorly motivated employee in study area

Response	**Frequency**	**Percent**
Yes	48	50.5
No	47	49.5
Total	**95**	**100.0**

4.4.6 Nature of case related to poor motivation to staff

'Office cases are normally experienced regardless what type of existing case so long the office is active serving employees' that was a statement from the DHRO when responded to a question posed by the researcher. Different cases pertaining to the motivation were noted to exist including the case of employees not promoted for many years as pointed out by 17.9% of the respondents. As illustrated in Table 4.11. Another group of 15.8% of the respondents reported their cases mainly including attending different schools to promote their carrier but not promoted, yet there was no any recommended letter either to appreciate or displeasure regardless their letters requesting promotion parallel to their certificates.

The issue of sharing offices amongst head of departments and subordinates was also reported as insubordination because there becomes no secrecy as noted by 9.5% of the respondents interviewed during this study. *'In sharing office like what you can see here, brings difficulties on planning because all intended plans are disclosed before committed to the subordinates'* one of the head of departments reported. Another case included lack of institutional houses particularly for the head of departments whereby

7.4% of the respondents as indicated in Table 4.11 reported that they were not given houses and that it became difficult for them to perform their duties as required. In fact, motivation is not an employment mandatory but it is awarded whenever possible.

Table 4.11: Nature of case related to poor motivation to staff

Nature	**Frequency**	**Percent**
Attended school but not promoted	15	15.8
Not promoted for many years	17	17.9
Not allocated a government house	7	7.4
Not given separate office from subordinates	9	9.5
Not applicable	47	49.5
Total	**95**	**100.0**

4.5 Impacts of motivation to work performance

4.5.1 Perceptions on government's motivation strategies to staff

Motivation according to this study is not an isolated issue to be tackled by independent entity; rather it needs the entire community incorporated. One of the investigative questions that imposed to the respondents involved in this study with the aim of knowing the existence of motivational strategies by the government was to determine whether it exists or not. From the analytical results, it was found from 70.5% of the respondents to exist as illustrated in Table 4.12, while 29.5% of the respondents denied of its existence. These results implicated existence of motivation strategies to the government staff.

Table 4.12: Perceptions on government's motivation strategies to staff

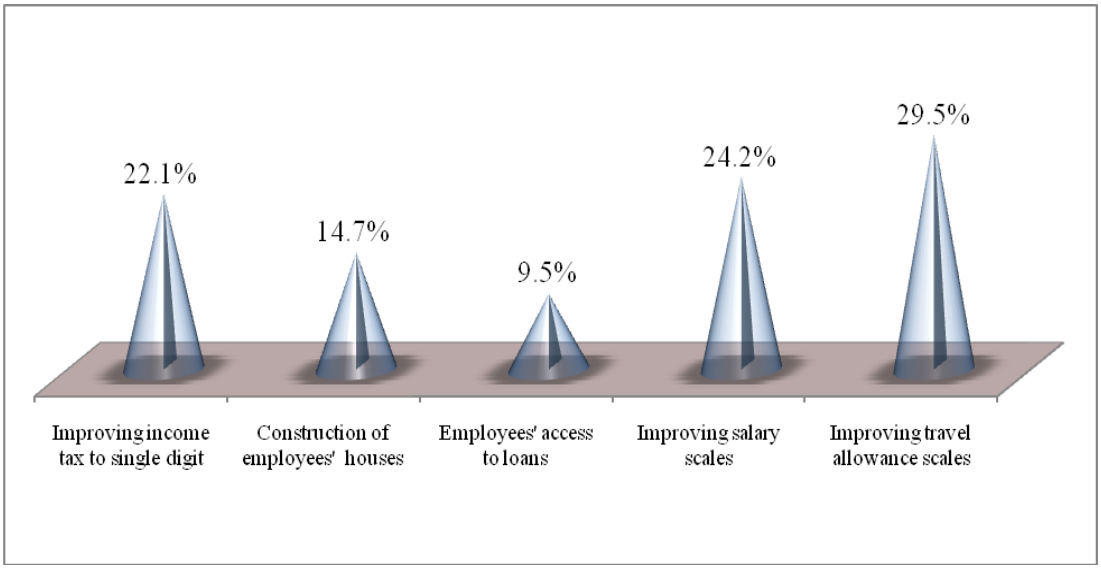
Response	Frequency	Percent
Yes	67	70.5
No	28	29.5
Total	**95**	**100.0**

4.5.2 Government strategies to motivate staff

After assurance of existence of government strategies on motivating staff as shown in the above section, the research continued probing with the aim of coming with type of existed strategies. From the analysis, it was revealed that a number of strategies existed including improving travel allowance scales as portrayed by 29.5% of the respondents. Improving salary scales was one of the strategies outlined by 24.2% of the respondents interviewed during this study (see Figure 4.8); while 22.1% of the respondents said that 'improving income tax to single digit' was the only motivation strategies they know to be laid down by the government.

Another motivational strategy articulated by the respondents through responding to the questions in a questionnaire was the construction of employees' houses as pointed out by 14.7% of the respondents, while 9.5% of the respondents mentioned employees' access to loans was the prominent government strategies towards motivating employees (see Figure 4.8). In fact, the responses from all respondents were evaluated to hold water since everyone gave his/her opinion on strategies to improve government employees according to the real prevailing situation.

Figure 4.8: Government strategies to motivate staff



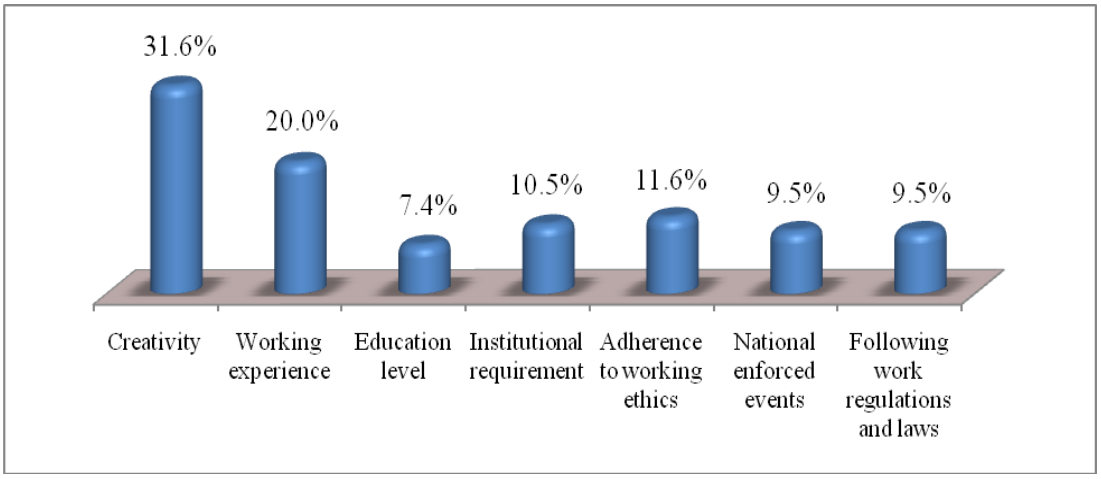
4.5.3 Qualifications for motivation

Motivation according to the respondents involved in this study was not offered for the sake of one being just an employee, but several criteria were used for one to qualify for motivation. One of the qualifications according to 31.6% of the respondents interviewed during this study was the level of creativity, while the analytical results from 20.0% of the respondents was working experience. Adherence to working ethics was one of the qualifications for one to be awarded motivation as pointed out by 11.6% of the respondents (see Figure 4.9).

This research on the same hand noted from 10.5% of the respondents that, motivation is just mandatory and institutional requirement whereby motivation are granted according to the government regulations and not according to what level of employee performance or creativity. The level of education was also noted by 7.4% of the respondents to be among the qualifications for one to be motivated, while from 9.5% of the respondents said that motivation was the order from the government and given

according to the stipulated laws. Following work regulations and laws could lead one to be motivation as pointed out by 9.5% of the respondents (see Figure 4.9). Generally, motivation was well granted to the employees because almost respondents touched all important aspects for one to qualify for motivation.

Figure 4.9: Qualifications for motivation



4.5.4 Rate the level of motivation in your organization

There are different levels of motivation from one organization to another depending on many factors including financial status of that particular organization, goal of the organization and so on. It was important for this research to make thorough investigation on the level of motivation in the government organization which was researched in order to refute the claim of low motivation to employees. Rating the levels of motivation, attitudinal questions were posed to the respondents whereby from 54.7% of the respondents involved in this study it was revealed motivation to be high as indicated in Table 4.13.

From the analytical results, 24.2% f the respondents of this study perceived motivation to be low, while 13.7% of the respondents said that the level of motivation

was extremely high according to the way they found the prevailing motivational trend. The research also noted from 6.3% of the respondents were uncertain on the level of motivation to employees as illustrated in Table 4.13, while 1.1% of the respondents noted motivation to be extremely low. According to these findings, motivation to employees in this area of study is high regardless the claim of it being low.

Table 4.13: Rate the level of motivation in your organization

Rate	Frequency	Percent
Extremely high	13	13.7
High	52	54.7
Uncertain	6	6.3
Low	23	24.2
Extremely low	1	1.1
Total	**95**	**100.0**

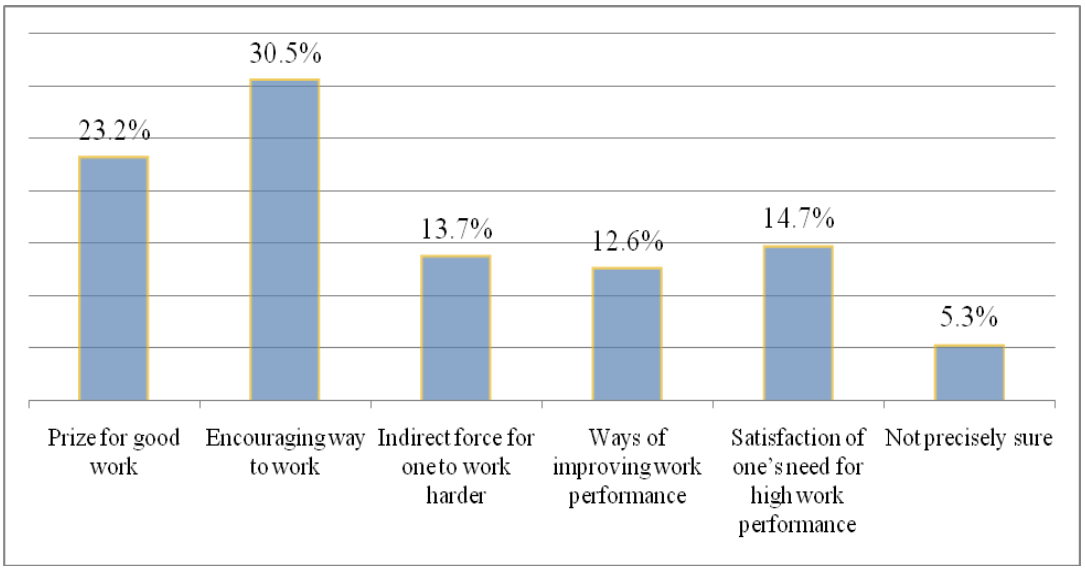
4.5.5 Respondents' perception on the term motivation

The term motivation is defined differently by different scholar. However, it was necessary to know how respondents define it according to their respective localities. The research revealed from 30.5% of the respondents that motivation was termed as 'encouraging way to work' as illustrated in Figure 4.10, while 23.2% of the respondents perceived it as the 'prize for good work' which is given to the employee after performing thoroughly an assigned activity.

The definition of motivation was also explained by 14.7% of the respondents to include satisfaction of one's need for high work performance. Another definition as from 13.7% of the respondents was that 'it is an indirect force for one to work harder, while 12.6% of the respondents as illustrated in Figure 4.10 indicated the definition of motivation to be the ways of improving work performance. In fact, according to me

as research, all the mentioned definitions are relevant to the study as no one defined out of the meal meaning of the motivation as defined by other scholar in the part of literature review.

Figure 4.10: Respondents' perception on the term motivation



4.5.6 Importance of motivation

Why motivation should be awarded to government employees? This was one of the questions dominated the idea during structuring of this research. When the question subjected to the analytical analysis it gave the answer from 26.3% of the respondents that, motivation improves high performance of work to the given organization. Another group of 21.1% of the respondents reported motivation to be the source of improving work outcome (see Table 4.14). Increase of creativity in the place of work was also noted through the ideas from 10.5% of respondents. Motivation also was taken as a source of completing work timely as portrayed by 6.3% of the respondents, while 2.1% of the respondents said that motivation becomes a bridge of trusting between employee and employer.

Table 4.14: Importance of motivation

Importance	Frequency	Percent
Improved work outcome	20	21.1
High performance	25	26.3
Attained goal	10	10.5
Timely work completed	6	6.3
Increases creativity	10	10.5
Improves trust	2	2.1
Not applicable	22	23.2
Total	**95**	**100.0**

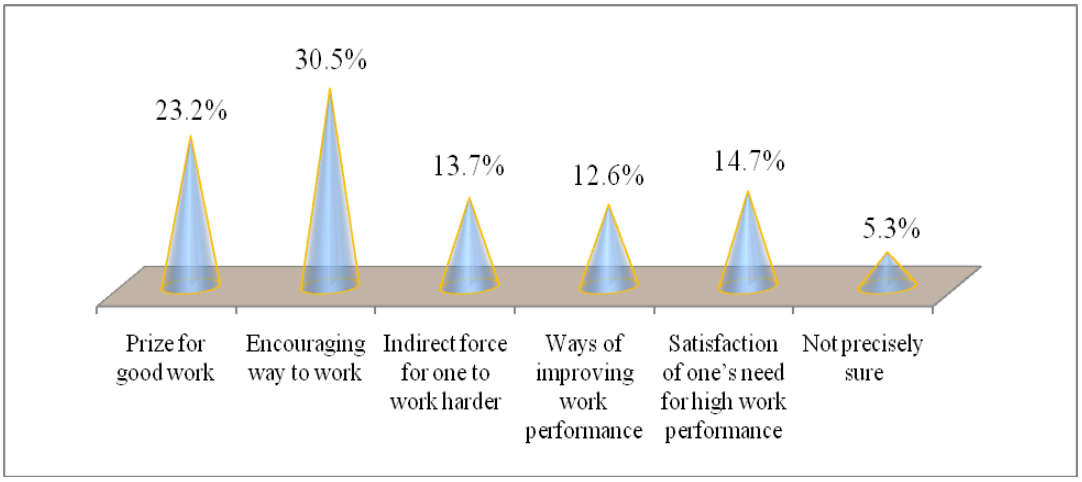
4.5.7 Other factors to be considered for improving work performance

Effective and efficient work performance is the major objective of the most of the organizations. Respondents involved in this study were asked to give out their views on the factors that could improve work performances whereby 38.9% of them said that, work performance could be improved when the budget is improved as well. The type of budget narrated here is that responsible with salaries increase. Continue researching on motivation trends was also a point given out by 22.1% of the respondents as illustrated in Figure 4.11 Monitoring motivation trend was valued because it can be one of the sources to identify other factors to improve work performance out of just relying on increasing salaries.

Imparting more knowledge to human resource was one of the points given by 13.7% of the respondents with expectations that they would use different ways of motivating employees which will result into improved or efficient works performed. Prioritize should be given priority and not awarded as one could wish to. This was another factor pointed out by 10.5% of the respondents on improving work performance, while 8.4% of the respondents had no comment on this. From the analytical results, it

was also noted that advocacy on motivation awareness could be one of the factor to improve working performance in the organization as pointed out by 6.3% of the respondents as illustrated in Figure 4.11. With these findings it is worth to say that, it is not necessary to stick only on the stipulated methods of improving work performance but it is better to go beyond creativity in order to drawn the ideas of worker and find out the way to improve them as also noted in empirical literature reviews.

Figure 4.11: Other factors to be considered for improving work performance



4.6 Discussion of the Findings

This research took into consideration the importance of involving demographic information by knowing the impact of motivation to employees which is among the issues needed to the individual to be active in terms of physical and mental so that can judge its impacts to the entire community as also reported by Albeit (2015) that, together with all precautions taken by the organization during recruitment, yet consideration of demographic information should be adhered to in order to monitor their working behaviours which in turn would implicate work performance.

With respect to the first research objective which was to understand relationship between the employee and their work environment, the major findings was to give mutual benefits whereby the employee would earn income while the organization would achieve the set objective which concurs to Varma (2018) who indicated the importance of good working environments to have a favour to the employees in a work place. The benefits to the employees were through various way including attending trainings, increased salaries and others of the same nature.

The major findings in research objective two which was to determine factors that enhances staff performance among employees included motivation to employees whereby the findings from 41.1% of the respondents reported difficult to be promoted to be the major factor for employees to perform. This is also agreed by Bushiri (2014) who reported that, for the employees to perform efficiently it is important that the organization should be set strategies to ensure all motivational strategies are enacted.

The findings also from objective three of the study which was to determine the impacts of motivation to work performance was that, motivation improves high performance of work to the given organization as portrayed by 26.3% of the respondents, but also as indicated in research by Faraji (2013) and Gisela (2014) whose their general ideas were that, motivation gives chance for the employees to own the organization as they take it as the major source for livelihood.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This research was carried out in Nachingwea District Council in Lindi Region Tanzania. The issue about staff motivation in public offices is among the significant issues in development of country. This research is divided into five chapters. Chapter one is the introduction of the study, chapter two was the literature review while chapter three was about methodologies used in this study.

Chapter four of this research was the presentation of the research findings and discussion and the final chapter which is chapter five was the summary of the study, conclusion, recommendations and other areas for further research. The research involved 95 representative respondents. Major issues of the study were factors for leadership ineffectiveness in LGAs, impact of effective leadership in public offices, challenges of leadership in public offices and possible practices to improve effective leadership in public offices.

5.2 Conclusions

The conclusions in this study are made in response to the specific objective's analysis. Several issues were raised pertaining to the understand relationship between the employee and their work environment whereby working environment were noted to conducive but few issues had to be addressed including provision of training and conducting work meetings in order to improve work performance. The second research objective was to identify factors for which enhance staff performance among employees. With this objective, it is concluded that, in order one to qualify for the

motivation; a number issues should be fulfilled including creativity in works and high performance. Working experiences also was among the important aspects for one to qualify for motivation. Motivation was well granted to the employees because almost respondents touched all important aspects for one to qualify for motivation.

The conclusion also made with respect to the objective number three which was to examine the impacts of motivation to work performance President's Office is that, motivation improves high performance of work to the given organization. Also, Increase of creativity in the place of work was also noted through the ideas from respondents. Motivation is taken as a source of completing work timely and that motivation becomes a bridge of trusting between employee and employer.

5.3 Recommendations

5.3.1 Recommendations to the central government

The central government is the head to the public institutions and therefore it is responsible to offer all necessary motivations to public employees. With this respect, there should be a trickledown effect of all Laws and regulations to the public offices by making proper supervision of what is supposed to be done in accordance to the budget imposed to that particular item. It is also the responsibility of the central government to ensure all developmental claims from public offices are well and systematically tackled and all beyond challenges be communicated to the lower levels in public offices in order the communities to be aware of what is and not possible.

5.3.2 Recommendations to the Public Offices

The essence of decentralization was to bring leadership and decisions power to the lower levels including ensuring motivation to the employees. It is therefore the

responsibility of the public offices to ensure motivation leadership powers are used as a development tool and not to diminish with aspirations of the communities. In fact there is no need to have ineffective leadership in public offices because they have mandate to question and eliminate any obstacle to the leadership for the sake of its development with consideration that government is the employer, so have all mandate to employees.

5.3.3 Recommendations to Development Stakeholders

The weaknesses of public office leaders are prominent not only to the organization responsible but to the entire community including development stakeholders. It is a high time for the development stakeholders to shout on employees'' motivation because they are among the victims of low or ineffective motivation. The information on the ineffective motivation can be evaluated through work efficiency and effectiveness and to the community the outcome will dictate leadership effectiveness.

5.3.4 Recommendations to the Employee

One of the major responsibilities of the public employees is to ensure working efficiently to attain the goal. Rules and regulations are available to all employees to guide them on how to work and come up with desirable outcome. It should also be known that, terms and conditions for employment stipulates clearly that if one is underperforming is getting rid him/herself from the job. I therefore call upon all employees to work harder using the qualifications shown during recruitment and let motivation follow.

5.4 Areas for Further Studies

This research could not manage covering all issues related to the motivation. Therefore, the information pertaining to motivation issues were not exhaustively discussed. Other areas which can be further studies include:

- Impact of poor motivation on retirement of employees
- Impact of effective leadership on monitoring motivation in rural settings
- Rural communities awareness of effective motivation

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APPENDICES

Appendix 1: Questionnaire

A: Introduction

Dear Sir/Madam

This is to introduce myself to you that, my name is Viatory, Fortunatus Bwire a student from the Open University of Tanzania (OUT) pursuing Masters of Master of Human Resource Management. I am doing research as part of fulfilling my Masters studies. My research topic is *'The Impact of Staff Motivation on Office Work Performance: A Case of Lindi Region'.* The purpose of this questionnaire is to help the researcher to gather information. Kindly respond to the questions as accurately as possible. The information you give will strictly be treated confidentially. The researcher will not disclose the identity of the respondent under any circumstances.

B: Demographic Information

1. Sex category

   (a) Male

   (b) Female [ ]

2. Age

   (a) 18-25 years

   (b) 26-35 years

   (c) 36-45 years

   (d) 46-55 years

   (e) 56-65 years

   (f) >65 years [ ]

3. Education Level

(a) Primary education

(b) Secondary education

(c) Certificate education

(d) Diploma education

(e) Degree and Above [ ]

4. Main occupation/department?

……

……

……

5. Marital status

(a) Married

(b) Single

(c) Widow

(d) Separated

(e) Divorced [ ]

C: The relationship between the employee and their work environment

6. What is your position in this organization?

……

……

……

7. What is your major economic activity?

(a) Not sure Salaried employee

(b) Business

(c) Petty trade

(d) Agriculture

(e) Mining

(f) No specified work [ ]

(g) Others (specify)……..

8. Which department are you working with?

……

……

……

9. Is the organization having departmental meeting schedule?

(a) Yes

(b) No

(c) Not sure [ ]

10. If the answer for the above question is yes, how many time per year the meetings are conducted?

……

……

11. What is your working general role?

……

……

……

12. Do you think the working environment is favourable to the staff in this organization?

(a) Yes

(b) No

(c) Not sure [ ]

13. How many years have you been in employment?

……

……

……

14. Which are the types of the motivations normally awarded to the staff in this organization?

……

……

……

15. What are the mostly preferred types of motivation by the staff in this organization?

……

……

……

16. How work performance is measured in your organization?

……

……

……

17. Have you ever attended training pertaining to your department's work improvement?

(a) Yes

(b) No [ ]

18. If the answer for the question above is yes, what was the purpose of that training?

……

……

……

19. What is the method used to assess you after attending the training?

……

……

……

D: Factors which enhance staff performance among employees

20. On your views, do you think organization staff is motivated?

(a) Yes

(b) No [ ]

21. If the answer for the above question is yes, how?

……

……

……

22. If the answer is no, what do you think to be the factors for not motivated?

……

……

……

23. What are the major working challenges in your organization?

……

……

……

24. Have you ever witnessed any case related to poorly motivated employee in this organization?

(a) Yes

(b) No [ ]

25. If the answer for the above question is yes, what was the nature of that case?

……

……

……

26. Do you think the government is having motivation strategies to its staff?

(a) Yes

(b) No

(c) Not sure [ ]

27. If the answer for the question above is yes, what are those strategies?

……

……

……

28. What are the training methods are in place to you organization?

……

……

……

29. Are there any qualifications for one to be motivated?

(a) Yes

(b) No

(c) Not sure [ ]

30. If the answer for the above question is yes, what are those qualifications?

……

……

31. How do you rate the level of motivation in your department?

(a) Extremely high

(b) High

(c) Low

(d) Uncertain

(e) Moderate

(f) Extremely low [ ]

E: The impacts of motivation to work performance President's Office

32. What do you understand by the term motivation?

……

……

……

33. Do you think motivation is important for work performance?

(a) Yes

(b) No

(c) Not sure [ ]

34. If the answer for the question above is yes, why?

……

……

……

35. Is your organization having staff training schedule?

(a) Yes

(b) No

(c) Not sure [ ]

36. If the answer for the above question is yes, who organized the schedule?

……

……

……

37. How many years have you been in this village?

……

……

……

38. Do you know any policy related to staff motivation?

(a) Yes

(b) No [ ]

39. If the answer for the above is yes, what is that?

……

……

……

40. Are you satisfied with training methods conducted by your organization?

(a) Yes

(b) No [ ]

41. If the answer for the question above is no, why?

……

……

……

42. What are the impacts of lack of motivation to employees?

……

……

……

43. What are the other factors to be considered for improving work performance?

……

……

……

Thanks in advance for your cooperation

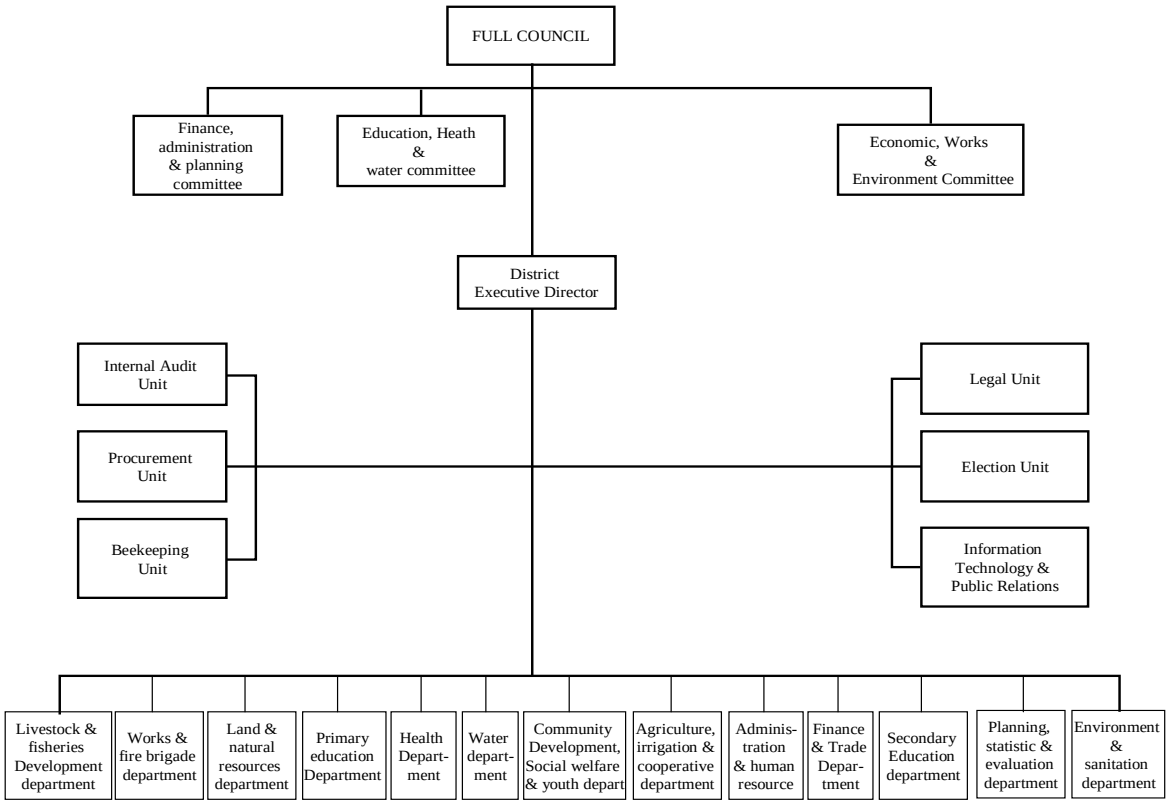
Appendix 2: Work plan for 2019

Literature	2019									2020		
	Apr	**May**	**Jun**	**Jul**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**
Literature review												
Research problem definition												
Research questions' development												
Research objectives & hypothesis development												
Research methodology set-up												
Presentation of initial research proposal												
Review and re-writing research proposal												
Submission of final research proposal												
Data collection												
Data analysis and interpretation												
Research report writing – first draft												
Research report submission – first draft												
Review and re-writing research report												
Research report submission to External Examiner												
Research report re-writing – final												
Submission of final research report												

Appendix 3: Number of employees in payroll for the month of August, 2019

No	Sub-vote	Department	Number of employees
1	5004	Administration	123
2	5006	Administration Education	10
3	5007	Primary education	880
4	5008	Secondary education	412
5	5010	Health and – cure	112
6	5011	Health – prevention	7
7	5012	Health centres	65
8	5013	Dispensaries	115
9	5014	Works	20
10	5017	Water	9
11	5031	Village Executive Officers	113
12	5033	Agriculture	64
13	5034	Livestock	21
	Total		**1.951**

Appendix 4: Organization chart for Nachingwea District Council



THE OPEN UNIVERSITY OF TANZANIA

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REF: PG201700213

District Executive Director,
Nachingwea District,
P. O. Box 291,
Nachingwea,
LINDI.

27th January 2020

RE: RESEARCH CLEARANCE

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

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Mr. Viatory Fortunatus Bwire Reg No: PG201700213** pursuing **Master of Human Resource Management (MHRM).** We here by grant this clearance to conduct a research titled ***"The Impact of Staff Motivation Office Work Performance"***. He will collect his data in your district between 3rd February and 30th June 2020.
In case you need any further information, kindly do not hesitate to contact the Deputy Vice Chancellor (Academic) of the Open University of Tanzania, P.O. Box 23409, Dar es Salaam. Tel: 022-2-2668820.We lastly, thank you in advance for your assumed cooperation and facilitation of this research academic activity.

Yours Sincerely,

Prof. Hossea Rwegoshora
For: VICE CHANCELLOR
THE OPEN UNIVERSITY OF TANZANIA

NACHINGWEA DISTRICT COUNCIL

(All Letters Correspondence to the District Executive Director)

LINDI REGION:
Tel: 0732-933112
Fax:0732-933112
Website: www.nachingweadc.go.tz
Email: ded@nachingweadc.go.tz

P.O BOX 291,
NACHINGWEA

Ref. No.LG.P.20/4/107 **17th February, 2020**

Vice Chancellor,
The Open University of Tanzania,
P.O. Box 23409
DAR ES SALAAM.

RE: RESEARCH CLEARANCE

In respect to the heading above, and refer your letter with Ref. No. PG 201700213 dated 27th January, 2020.

Your introduction for the student Mr. Viatory Fortunatus Bwire taking Masters of Human Resource Management (MHRM) to conduct research in Nachingwea District Council is accepted. Therefore the candidate will required esteemed assistance to facilitate his research. Kindly he will be provided a cordial support and co-operation.

Kind regards,

Ephrem Matambi
For: DISTRICT EXETUVITE DIRECTOR
NACHINGWEA

Kny: MKURU'ENZI MTENDAJI (W)
NACHINGWEA

Copy: Viatory Fortunatus Bwire