

**FACTORS INFLUENCING EMPLOYEE MOTIVATION: A CASE OF  
DODOMA CITY COUNCIL**

**LEO VALENTINE MADEMBWE**

**A DESSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (MBA)  
DEPARTMENT OF ACCOUNTING AND FINANCE  
OF OPEN UNIVERSITY OF TANZANIA**

**2023**

**CERTIFICATION**

The undersigned certifies that she has read and here by recommends for acceptance a dissertation entitled: **“Factors Influencing Employee Motivation: A Case of Dodoma City Council”** in partial fulfilment of the requirements for the award of the degree of Master in Business Administration (MBA).

.....

Dr. Janeth Isanzu  
(Supervisor)

.....

Date

### **COPYRIGHT**

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania in that behalf.

**DECLARATION**

I, **Leo Valentine Madembwe**, do hereby declare that the work presented in this dissertation is original. It has never been presented to any other University or Institution. Where other people's works have been used, references have been provided. It is in this regard that I declare this work as originally mine. It is hereby presented in partial fulfillment of the requirement for the Degree of Masters in Business Administration (MBA).



.....

Signature

29/11/2023

.....

Date

## **DEDICATION**

This dissertation is dedicated to my family, especially my beloved wife Abida Nungu, my daughter Mariarosa Madembwe my sons Gasper Madembwe and Ansbert Madembwe Thanks for their prayers, I love them all.

## **AKNOWLEDGEMENTS**

Firstly I extend my thanks to the Almighty God for his blessings, strength and knowledge that helped me to accomplish this academic work. I sincerely thank my supervisor; Dr. Janeth Isanzu for her support and constructive comments that enabled me to come up with a quality dissertation. I appreciate her efforts that gave me all the necessary guidance I beg her during the preparation of this academic paper. My special thanks go to MBA coordinator Mr. Michael Mwacha who helped me with the academic and registration system, I deeply extend my thanks to my wife Abida Nungu, my daughter Mariarosa Madembwe my sons Gasper Madembwe and Ansbert Madembwe. Thanks for their prayers, moral support and encouragement during the whole period of preparing this dissertation.

Finally, I extend my thanks to my friend CPA Janjason kibona who encouraged me in my studies and even provided his venue for my studies. Thanks, I have nothing to give you except my God bless you all for all you have done.

## ABSTRACT

Motivated employees are relevance for high job performance than unmotivated ones. Knowledge of motivating employees depending on relevant programs upon fulfilling job satisfaction. It discourse the factors influencing employee motivation of Dodoma city council. Specifically it addressed; to determine the extrinsic motivation system that affects Dodoma city council, to determine the intrinsic motivational aspect of Dodoma city council and to suggest measures for improving employee motivation in Dodoma city council. The study used a cross-sectional design that emphasizes data collection at a particular moment in time. Data were collected from 86 respondents in Dodoma city council. Statistical package for social science to facilitate data analysis. The findings revealed that extrinsic motivation system that affects Dodoma city council were lack of bonus which accounted for (58.1%), followed by existence of underpaid that reported by (57%). The underpaid is one of the extrinsic motivation factors that limit performance of local government authority. Lack of bonus specifically hindered specific performance of Dodoma city council. The intrinsic motivational aspect of Dodoma city council on the other hand were existence of praise that management impose, findings accounted for (62.8%) of respondents and recognition reported by (58.1%) respectively. The measures for improving employee motivation were management appreciation of employees, management responsibility to appreciate employees are motivation catalysts for improvement. Local government authority is advised to harmonize the extrinsic motivation system through monetary extrinsic like salary increases and bonuses for economic condition advancement.

**Keywords:** *Employee motivation, Dodoma City Council.*

## TABLE OF CONTENTS

<b>CERTIFICATION .....</b>	<b>ii</b>
<b>COPYRIGHT .....</b>	<b>iii</b>
<b>DECLARATION.....</b>	<b>iv</b>
<b>DEDICATION.....</b>	<b>v</b>
<b>AKNOWLEDGEMENT.....</b>	<b>vi</b>
<b>ABSTRACT .....</b>	<b>vii</b>
<b>TABLE OF CONTENTS .....</b>	<b>viii</b>
<b>LIST OF TABLES .....</b>	<b>xiii</b>
<b>LIST OF FIGURES .....</b>	<b>xiv</b>
<b>LIST OF ABBREVIATIONS .....</b>	<b>xv</b>
<b>CHAPTER ONE .....</b>	<b>1</b>
<b>INTRODUCTION.....</b>	<b>1</b>
1.1 Background to the Research Problem.....	1
1.2 Statement of the Research Problem .....	4
1.3 Research Objectives .....	5
1.3.1 General Research Objective.....	5
1.3.2 Specific Research Objectives.....	5
1.4 Research Questions .....	6
1.5 Relevance of the Research .....	6
1.6 Organization of the Study .....	6
<b>CHAPTER TWO .....</b>	<b>8</b>
<b>LITERATURE REVIEW .....</b>	<b>8</b>
2.1 Overview .....	8



2.2	Conceptual Definitions .....	8
2.3	Theoretical Literature Review .....	10
2.3.1	Herzberg’s Two-Factor Theory .....	10
2.3.2	Maslow’s-Hierarchy of Needs Theory.....	11
2.4	Empirical Literature Review .....	13
2.4.1	Worldwide.....	13
2.4.2	Africa .....	15
2.4.3	Tanzania .....	18
2.5	Research Gap .....	21
2.6	Conceptual Framework .....	20
	<b>CHAPTER THREE .....</b>	<b>21</b>
	<b>RESEARCH METHODOLOGY .....</b>	<b>22</b>
3.1	Overview .....	22
3.2	Research Philosophy .....	22
3.3	Research Approach .....	22
3.4	Research Design.....	23
3.5	Study Population .....	23
3.6	Area of the Research .....	23
3.7	Sampling Design and Procedures .....	23
3.7.1	Sample Size.....	24
3.7.2	Sampling Techniques .....	24
3.8	Data and Types of Data.....	25
3.8.1	Primary Data .....	25
3.8.2	Secondary Data .....	25

3.9	Methods of Data Collection .....	25
3.9.1	Questionnaires.....	25
3.9.2	Interview .....	26
3.9.3	Documentary Review.....	26
3.10	Data Processing and Analysis .....	27
3.11	Expected Results of the Study .....	27
3.12	Reliability and Validity .....	27
3.12.1	Reliability.....	28
3.12.2	Validity .....	28
3.13	Ethical Consideration.....	28
	<b>CHAPTER FOUR.....</b>	<b>30</b>
	<b>FINDINGS AND DISCUSSION .....</b>	<b>30</b>
4.1	Overview .....	30
4.2	Data Cleaning.....	30
4.3	Demographic Characteristics of Respondents .....	30
4.3.1	Gender of Respondents .....	31
4.3.2	Respondents' Distribution in Terms of Age.....	32
4.3.3	Respondents' Distribution in terms of Education Level .....	32
4.3.4	Experience Working at the Organization.....	33
4.4	The Extrinsic Motivation System that Affects Dodoma City Council .....	33
4.4.1	Extrinsic Motivation System.....	33
4.4.2	The Extrinsic Motivation Existing in Dodoma City Council in Terms of Satisfaction and Rating .....	37
4.4.3	Extrinsic Motivation in Dodoma City Council.....	38

4.5	The Intrinsic Motivational Aspect of Dodoma City Council.....	40
4.5.1	The Intrinsic Motivational aspect of Dodoma City Council.....	40
4.5.2	Types of Employees Motivation.....	44
4.5.3	Intrinsic Motivation Influence Performance.....	44
4.6	The Measures for Improving Employee Motivation in Dodoma City Council.....	46
4.6.1	Measures for Improving Employee Motivation.....	46
4.6.2	The Rank and Description of the Boss-Subordinate Relationship.....	47
4.6.3	The Aspects of Work Performance.....	48
4.6.4	Motivation Aspects for Performance.....	50
	<b>CHAPTER FIVE .....</b>	<b>55</b>
	<b>SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.....</b>	<b>55</b>
5.1	Overview.....	55
5.2	Summary of Findings.....	55
5.3	Implication of the Study.....	57
5.3.1	Implication to the Management.....	57
5.3.2	Implication to the Practitioners.....	57
5.3.3	Implication to the Employees.....	57
5.4	Conclusion.....	57
5.5	Recommendations.....	58
5.5.1	Recommendations to Local Government Authority.....	58
5.5.2	Recommendations to Dodoma City Council Management.....	59
5.5.3	Recommendation to Employees.....	59

5.6	Area for Further Research.....	59
	<b>REFERENCES.....</b>	<b>60</b>
	<b>APPENDICES.....</b>	<b>67</b>

## LIST OF TABLES

Table 4.1: Questionnaires Distribution and Rate of Response .....	30
Table 4.2: Preliminary Data Analysis .....	31
Table 4.3: The Extrinsic Motivation System that Affects Dodoma City Council .....	34
Table 4.4 : Extrinsic Motivation in Dodoma City Council Satisfaction and Rating .....	37
Table 4.5: Extrinsic Motivation in Dodoma City Council.....	38
Table 4.6: The Intrinsic Motivational aspect of Dodoma City Council.....	41
Table 4.7: The Types of Employees Motivation .....	44
Table 4.8: Intrinsic Motivation Influences Performance .....	44
Table 4.9 : The Measures could be taken to Improve Employee Motivation in DCC .....	46
Table 4.10 :The Rank and Description of the Boss-Subordinate Relationship .....	47
Table 4.11 : The Aspects of Work Performance.....	48
Table 4.12 : Motivation Aspects for Performance .....	51
Table 4.13 : Motivation Aspects for Performance.....	53

**LIST OF FIGURE**

Figure 2.1 : Conceptual Framework .....21

**LIST OF ABBREVIATIONS**

HR	Human Resource
SPSS	Statistical Package for Social Science
LGA	Local Government Authority
LG	Local Government
OUT	Open University of Tanzania
DCC	Dodoma City Council
CPA	Certified Public Accountancy

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background to the Research Problem**

Organizations in many parts of the world are increasingly challenging when it comes to the attainment of success as required in a competitive environment (Maduka, Edwards, Greenwood, Osborne, & Babatunde, 2018). Organizations must acknowledge the role and effort towards employees' effectiveness for a positive relationship between employers and employees, this is organized as a fulfilment of job satisfaction under contemporary organization (Yousef, 2017). The effective way to accommodate the competitive environment of an organization found in the USA depends on the developed strategies toward goals and objectives fulfilment, this is a necessary prerequisite in competitive settings (Mone, London, & Mone, 2018).

Though a few organizations in Africa have considered human capital as the main asset of the organization. Employees need to be motivated to increase the work performance, it is clear that motivated employees are likely to contribute to work productivity than unmotivated one (Maduka et al., 2018). In most instances organization ability to control motivation is limited in such a way that employees decided to leave the organization.

This is specifically justified by the failure of turnover control which many organizations are confronting (Maseko, 2019). Motivated employees are the source of high job performance than unmotivated ones. Designing programs and policies for addressing job satisfaction, and saving to motivate employees is demanding time and money (Diamantidis & Chatzoglou, 2019). The employers' awareness is a



significant component of workplace motivation that can easily be justified.

Likewise, failure to justify jobs and motivation of employees towards goals and objectives accomplishment led to a situation limiting the organisation's success (Jordan, Ferris, Hochwarter, & Wright, 2019). The needs of people are competitive and diverse based on the different individuals. The other people are driven by achievement while others are on the security concern. Once managers/supervisors are in a position to capture employees' behaviour tend to obtain the knowledge on the factors employees expect from the job (Maseko, 2019).

In Tanzania, employees' motivation is pertinent issue that has been less emphasized in the local government authority, which increases the concern of ineffective service delivery. In most instances unmotivated employees express disappointment with the work, always specific complain are limited to the motivation aspect (Suta, 2020). Employees' expectation from the work as a result of motivation failure declined, motivation decision is a concern that mostly lead to complain within the local government authority and mostly considered as a source of work performance failure (Fjeldstad, Ali, & Katera, 2019).

It has mostly contributed to the employees work resign especially in the local government authorities, with the focus to search for employees in the central government. This increases the concern on the factors that are required in the employees' motivation. The relevance of motivation are realized among employees, government managed to establish strategies and policies which directly focused to improve the work condition for public servants (Kessy, 2020).

Financial motivation had been realized as a critical motivation factor to employees as the local government experienced high labour turnover over the public sector regime. Pay and incentive policy as a result has been introduced to motivate employees. The policy focused to increase the work performance, retain and attract the experienced employees in the local government authorities (Kessy, 2020). The policy intended to minimize recruitment and training cost. The pay reform was adopted in 1994 as an integral component in the public service regime. It was implemented for the purpose of cost containment and rationalization of the motivation in terms of salaries (Chinyuka, 2018). More attention in the first phase of the policy is paid in the job grade structure and the second phase which was in 1999 up to now to enhance payment for the purpose of attracting, retaining and motivation of the personnel with relevant knowledge and skills. The specific context was organized but failed to realize the factors that employees need in order to be motivated (Mfinanga, 2018).

Despite, the above two pay reform, government managed to develop salary and wages to attract qualified and technical staff in the public service (Kalwar, Shah, & Hussain, 2023). But in reality the employees motivation at full to promote work performance are less considered. Employees' sign of dissatisfaction with the work has been increasingly considered in the local government authority, especially councils (Swai & Tiengâ, 2022).

The experience from the previous literature show that employees motivation is limited to either intrinsic or extrinsic depending on the nature of work itself (Ikasu, 2018). Previous reviewed literature put much emphasize on the factors for

employees motivation in other organizations either public or private sector, local government authority are less emphasized to be studied in the context of factors that are relevant in the motivation towards the success of the job(Swai & Tiengâ, 2022). For such reasons, it is of significant value for managers or supervisors to understand what factors motivate employees without any assumptions regarding the situation. This is a specific aspect of the affairs of an organization.

### **1.2 Statement of the Research Problem**

The success or failure of any organization greatly depends on the type of human resources it has (Maseko, 2019). Motivated employees translate all other resources in an organization into visible products. Although employee motivation is a significant component of the organization's success many organizations place little emphasis when it comes to the needs and wants of employees. The failure to capture the employees' needs resulted in the assumption that created challenges when it comes to the performance of the organization (Levine, 2018).

While many aspects of local government reform in the international context have been researched, there has been a surprising lack of attention to employees' elements of reforms. Only recently papers began to address employees' issues in the context of local government reform (Levine, 2018). As a consequence, local government authorities within them, have implemented measures designed to improve employees' motivation without an empirical base to guide their choice of intervention (Hidayah Ibrahim, Suan, & Karatepe, 2019). In the face of this lack of adequate information about the factors of employee motivation, most local governments relied on excessive financial incentives to encourage more productive

behaviour. For instance the use of financial incentives as an explicit policy tool in Tanzania.

Employees in local government authorities play important role in the timely and quality services for many years to come. The issue of factors influencing employee motivation to work in local government authorities is not yet adequately addressed, in Tanzania employees in local government authorities are impaired by negative facets that hampered the provision of services (Njunwa, 2017). Therefore, it is important to assess the factors influencing employee motivation working in with local government authorities. This study using a case study of Dodoma City Council seek to identify factors that are said to motivate employees in local government authority with the aim that if these are properly identified the performance of the employee was greatly enhanced.

### **1.3 Research Objectives**

#### **1.3.1 General Research Objective**

The general of this study focused on assessing the factors required for employee motivation in Dodoma city council.

#### **1.3.2 Specific Research Objectives**

- i. To determine the extrinsic motivation system that affects Dodoma city council
- ii. To determine the intrinsic motivational aspect of Dodoma city council
- iii. To suggest measures for improving employee motivation in Dodoma city council

#### **1.4 Research Questions**

- i.** What is the extrinsic motivation system that affects Dodoma city council?
- ii.** What is the intrinsic motivational aspect of Dodoma city council?
- iii.** What are the measures for improving employee motivation in Dodoma city council?

#### **1.5 Relevance of the Research**

This study aimed at assessing the factors influencing employee motivation. A case of Dodoma city council. This is said to explain the positive and negative effects on local government performance, it said to alert local government authorities on the factors that are negatively and positively affect its performance. This is said to help local government authorities to design an appropriate rewards system that could be used for the motivation of its workforce. The Dodoma city Director was informed of the area where employees are required to be motivated. This could be used for the performance of local government authority.

#### **1.6 Scope of the Study**

This study focused on the factors influencing employees' motivation. The specific focus of this study is Dodoma city council to cover employees' motivation in terms of intrinsic and extrinsic motivation.

#### **1.6 Organization of the Study**

This study was organized as follows; chapter one covers the background to the study, statement of the research problem, research objectives, research questions, relevance of the research and organization of the proposal. In the following part, chapter two presented a literature review, which specifically reviewed empirical

studies and theoretical review related to this study, Chapter three presented research methods and the respective way to deal with research ethics. Moreover, chapter four showed data presentation and discussion of the findings, which precisely articulated the demographic characteristics of respondents and presentation based on the specific objectives with relevant discussion. Finally, summary of the findings, conclusion and recommendations were presented in chapter five.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter provides conceptual definitions applied in this study, an empirical review of relevant studies, theoretical reviews applied in this study expectancy theory, Herzberg's two-factor theory and Maslow's-Hierarchy of Needs Theory was used. The research gap provides relevant insight presented in this study. The conceptual and theoretical underpinning is relevant to this study.

#### **2.2 Conceptual Definitions**

This subsection presented two concept definition related to this study, employee motivation and local government authority.

##### **2.2.1 Employee Motivation**

Before defining the term employee motivation it is important first to understand the term motivation. Motivation is "a process of inspiring people to take action to achieve the desired goal." It is the forces and expenditure of effort acting on or within a person to induce that person to behave in a goal-directed manner (Islami, Mulolli, & Mustafa, 2018). Motivation in the workplace is defined as "the mechanisms by which people are empowered and driven to choose to behave in particular ways." As a result, motivation is linked to a quest for ways to improve or maintain members' job performance and productivity (Antwi Jnr, 2019).

Employee motivation is likely to be impacted by local government authority changes and reforms based on corporate culture, reporting structures, human resource

management, accountability mechanisms, and community relationships (Diamantidis & Chatzoglou, 2019). Many local government reform initiatives aim to enhance employee performance by increasing resource availability and allocation, fostering more effective administration, and simplifying government involvement (Mousa & Othman, 2020). In this study employee motivation refers to the effort that is directed to change the plan of local government authorities to induce employees to perform activities in line with the goals aimed to achieve. It is within forces that are found in human being to work based on the desired ends that the organization aim to achieve in the respective period.

### **2.2.2 Extrinsic Motivation**

Extrinsic motivation is defined to compose two dimension which specifically are financial motivation which include bonus, salary. And non-financial motivation which are welfare, holidays. Extrinsic motivation aligned in the specific monetary and non-monetary motivation, which are relied in the organization goal (Turner, 2017). The monetary motivation are added to the financial remuneration which are commissions, bonus, profit sharing and cash compensation (Mark, 2015). In this study extrinsic motivation are factors that are outside the individual employees which can be financial or non-financial, which employees consider as a motivating aspect to accomplish the task.

### **2.2.3 Intrinsic Motivation**

Intrinsic motivation is inherent satisfaction in doing a job and which specifically individual enjoys in the completion of the task or goal accomplishment, which specifically relied in the decision making participation, job autonomy, greater



responsibility which are in terms of recognition, praise and appreciation (Locke & Schattke, 2019). In this study, intrinsic motivation is the influence of doing an activity according to within force without any influence from separable factors. These are within factors employees have which are specifically related to job performance. The employees may decide to accomplish the work while influenced with factors within such as recognition, job autonomy, appreciation and praise within the employees.

### **2.3 Theoretical Literature Review**

This study was supported by the application of relevant theories. This study was used Herzberg's two-factor theory. While the Maslow's-Hierarchy of Needs Theory was used as the main theory guiding this study simply because it was recognised internal and external factors to motivations. The intrinsic and extrinsic factors are relevant to this theory. Below are the explanations of the theory and justification of its use in this study.

#### **2.3.1 Herzberg's Two-Factor Theory**

The Herzberg two factor theory originated in 1960 by the psychologist Frederick Herzberg. It claims that people have two sets of needs: animal-like demands to avoid suffering and human-like needs to grow psychologically. Herzberg's research included a series of interviews aimed at eliciting responses to the questions (Kalogiannidis, 2021). Employees provided when they felt good about their jobs, and they were discouraged to work when they felt awful, according to Herzberg. Job happiness appears to be linked to intrinsic characteristics such as work itself, responsibility, and achievement. Employees who were happy with their jobs were

more likely to work hard at them. Dissatisfied employees, on the other hand, tended to blame exogenous factors (Alshmemri *et al.*, 2017).

The theory is associated with the following weaknesses; job context elements, on the other hand, extrinsic factors over which an employee has little control; they relate more to the setting in which people work than to the nature of the work itself (Olivia, 2018). The extrinsic elements, such as salaries, bonuses, and allowances, play a larger role in the incentive system but are less organized based on the motivation system. Unlike other scholars, the author did not place a high priority on intrinsic elements. The motivation system, which combines extrinsic and intrinsic motivation, is expected to have an impact on organizational performance (Fischer, Malycha, & Schafmann, 2019).

Unlike expectation theory, Herzberg identified a two-tiered incentive structure. First, employees must be given intrinsic elements such as labour, responsibility, and achievement. Extrinsic variables, such as integrated supervision, salary, and corporate policies and working conditions, must also be provided (Bektaş, 2017).

In summary, the relevance of the theory, Herzberg's two-factor theory is critical in the current study as strength in most instances because it distinguishes between intrinsic and extrinsic components. As a result, the theory complements the previous one by taking into account the whole range of motivational elements that an employee may require to impact performance.

### **2.3.2 Maslow's-Hierarchy of Needs Theory**

Hierarchy of need theory was originated in 1943 as a work of Abraham Maslow, in his paper titled, "A theory of human motivation". Abraham Maslow proposed the

theory, which is based on the idea that people are motivated by a set of five universal wants (Khalid & Nawab, 2018). According to the order in which they influence human behaviour, the many demands that inspire employees are ranked in a hierarchical pattern as follows: Physiological needs are the most basic requirements, and they include things like food and water. Physiological demands exist as a driving or motivating force in a person's life as long as they are unmet (Ashraf & Bandiera, 2018).

A hungry person has a strong desire to eat. This unmet desire creates psychological and bodily tensions, which show as overt behaviours aimed at easing those tensions (getting something to eat). When hunger is satisfied, tension is relieved, and the need for food is no longer a motivator (Mazher, 2022). The next higher-order need becomes the motivating need at this time (provided all other physiological requirements are met) (Aleck, 2019). As a result, human conduct is motivated by safety needs, such as the need for shelter and security. Security, stability, reliance, protection, escape from dread and anxiety, and a need for structure, order, and law are all safety needs. In the workplace, this translates into a desire for at least a rudimentary amount of job security; the assurance without dismissed on the spur of the moment if we put in adequate effort and productivity. Belongingness and love are examples of social wants (Alshmemri, Shahwan-Akl, & Maude, 2017).

The major weakness of this theory has relied on the fact that Humans, as sociable creatures, have a strong desire to belong (Baljoon, Banjar, & Banakhar, 2018). This need may be met in the job through the ability to engage with one's coworkers, as well as the ability to work collaboratively with them (Schulte, 2018). Following the

satisfaction of social requirements, ego and esteem needs become motivating demands. The desire for self-respect, self-esteem and the esteem of others are all examples of esteem demands(Stawasz, 2019). These demands include the desire for notoriety, prestige, position, celebrity, glory, dominance, recognition, attention, importance, and appreciation when they are focused outwardly. Self-actualization is the highest need in Maslow's hierarchy; it is the need for self-realization and constant self-denial (Hu, Zhan, Garden, Wang, & Shi, 2018).

This study is guided with Maslow's-Hierarchy of Needs Theory that highlight the universal needs of employees in carrying out their obligations. Since it recognize employees' needs in terms of intrinsic and extrinsic motivation(Kumari, Barkat Ali, Un Nisa Khan, & Abbas, 2021). For example, the theory posits that employees require extrinsic motivation such as compensation, bonus, and even a favourable working atmosphere. Employees must be encouraged both internally and externally, which means they must be praised, appreciated, recognized, congratulated, and given certificates of appreciation whenever possible.

## **2.4 Empirical Literature Review**

These studies are reviewed in the recent research on the factors influencing employee motivation. These studies are categorized as studies outside Africa, studies in African countries and studies in Tanzania.

### **2.4.1 Worldwide**

In a study on the impact of incentive systems on employee motivation Khalid & Nawab (2018) found that improving reward systems requires close employee

involvement in the decision-making process. Employees are more likely to provide direct debate and negotiation on the current reward system if they have this option.

Mazher, (2022) conducted a study in Pakistan on the relationship between rewards and employee motivation and found a direct link between extrinsic rewards and employee motivation. It has been determined that intrinsic rewards have a negligible effect on employee motivation.

Kumar (2021) did a study on the impact of rewards on organizational performance and discovered an insignificant and poor link between pay, bonus, and organizational performance. It was discovered, however, that there is a moderate association between promotion and organizational performance. According to Jean and Robert (2017), the reward system and performance in Malaysia consider both monetary and non-monetary benefits, and the reward system is influenced by a variety of factors other than the organization's age and size (Jean, Ngui, & Robert, 2017). Finally, it said that there is a negative association between extrinsic rewards and an organization's financial performance.

The study on the organizational commitment, job satisfaction and attitude in the local government of United Arab Emirate, Yousef (2017) examined these variables and the related direct links. The findings showed that employees in the examined departments have high levels of satisfaction with supervision and coworkers, but low levels of happiness with salary and advancement opportunities. They are marginally more satisfied with work conditions and job security. Further findings showed that employees in the analyzed departments stayed with their current employers because they wanted to or because they had to, rather than because they felt obligated to.

Kalogiannidis (2021) impact of employee motivation on organizational performance. The Arksey and O'Malley framework served as the basis for the scoping review research. The review concentrated on how many factors of employee motivation, including rewards and recognition, management approaches, work environment, and employee attributes, affect organizational success. The analysis revealed that there is a stronger connection between organizational performance and employee motivation. However, there are other elements that affect an employee's capacity for effective performance. According to the theoretical and editorial literature analyzed for this study, employees' degree of job performance depends on a variety of motivational factors.

In the study on the factors affecting employees' performance in Greece identified the elements that influence employee performance. Diamantidis and Chatzoglou (2019) investigated the interactions between firm/environmental factors (training culture, management support, environmental dynamism, and organizational climate), job-related factors (job environment, job autonomy, job communication), and employee-related factors (intrinsic motivation, skill flexibility, skill level, proactivity, adaptability, commitment), and how these factors affect EP. Findings - The findings show that job environment and management support have the greatest direct and indirect effects on job performance, whereas flexibility and intrinsic motivation have an immediate impact.

#### **2.4.2 Africa**

The study conducted by Kalwar *et al.*, (2023) on job-related factors on the job environment, job autonomy, job communication and employee-related factors which

include intrinsic motivation, skill flexibility, skill level, proactivity and adaptability. The findings showed that job environment and management support have a strong and direct or indirect impact on job performance. Adaptability and intrinsic motivation have a direct impact on job performance.

The study on the effects of motivation on staff job performance in Nigeria was conducted by Ogbogu (2017). This study identified factors for the motivation of staff to perform better for more effective and efficient functions. The survey research design was applied to obtain data from both primary and secondary sources. The findings showed that regular salary payment and provision, a conducive work environment, opportunity for autonomy, creativity and innovation obtained from the job and regular training tend to motivate better performance(Ogbogu, 2017). These study findings concluded that motivation is a significant factor in job performance and in promoting the efficiency of an organization. This diversity is based on the respective motivation technique to improve the staff and change the work environment.

Farson *et al.*, (2021) focused on employee motivation and job performance in Ghana. The motivation of the employee in the workplace is a significant factor for job performance. The findings showed that teachers in Ghana are motivated to perform better by compensation package, job design and environment and performance management. The motivation factors were significant in the performance. The autonomous motivation factors are the source to strengthen the performance of teachers. From this study, it has been asserted that the municipal directorate of education has to make a room for teachers to train teachers at the formative stage to

strengthen their professional carrier.

The study by Kilimo, *et al.*, (2017) focused on the intrinsic and extrinsic rewards of employee performance in Kenya. The study found that reward is considered a motivation driver for example job security which is more than a fat salary or additional responsibility. It is imperative to recommend that company job security should be ensured which increases the employee feeling better about the job so which could increase performance. Management should plan to invest in motivation to improve employee commitment on the job.

The conducted by Change, *et al.*, (2019) on the influence of idealized influence on employee motivation in Kenya. The pursuit of employee motivation remains challenging for parastatals. To successfully achieve employee motivation, governments have switched to the transformational leadership approach. However, it is still unclear whether the adoption of transformational leadership style aspects in Kenya's parastatals has increased employee motivation levels. Investigating the impact of idealistic influence on staff motivation in parastatals in Kenya's energy sector was the study's main goal.

Additionally, the study looked at how employee motivation affected the link between idealized influence and employee engagement. To ascertain the strength of the association between idealized influence factors and employee engagement in parastatals in Kenya's energy sector, a correlational research approach was used. Employee motivation significantly and favorably moderates the relationship between idealized influence and employee engagement. The study came to the conclusion that employee engagement is positively impacted by employee motivation.



Olivia (2018) motivation and employee performance in Uganda. The staff performance and motivation in Uganda's. Its three main goals were to investigate how employee performance through employee recognition and awards, staff training and career development, and provision of ongoing feedback. Descriptive statistics, Pearson correlation, coefficient, regression analysis, and analysis of variance (ANOVA) were used to analyze the data.

The results showed that there is a significant relationship between employee performance and motivation at National Medical Stores, the motivation boosts performance by 78.7%, or R square of 0.787. Since the observed value of 78.7% is highly significant, the linear regression model does indeed fit. Employees perform better thanks to a suitable recognition and reward system, efficient staff training and career development, and ongoing feedback. Organization provides feedback to employees in order to assure their success. Staff training and career development are also prioritized to ensure employee performance. According to the report, the business should make staff motivation one of its primary goals because employee availability and commitment directly affect the firm's production and success.

### **2.4.3 Tanzania**

Jean, *et al.*, (2017) conducted a study in Tanzania on staff management and organizational performance, finding that many factors influence organizational work performance and that paying employees is the greatest option for improving work performance and achieving organizational goals. Malangalila (2020) did a study on the role of motivation on employee performance in a public organization in Tanzania. This study found that motivation is categorized as intrinsic and extrinsic

motivation. These are generalized as a bonus, salaries, and certificates of appreciation. The public sector demands these factors for better performance, although a great challenge is associated with the system in which motivation needs to organize.

Mark (2015) did on the factors influencing teachers' motivation and job performance. The study focused on the elements that affect teachers' job performance and motivation in Kibaha District public secondary schools. The study specifically sought to identify the motivational factors that may affect teachers' job satisfaction and dissatisfaction in public secondary schools. The findings showed that bad working conditions, low pay, unfavorable education policies, delays in promotions, and the community's negative opinion of teaching have an impact on the motivation of teachers in the Kibaha District. Thus, government should, among other things, increase teacher salaries and benefits and enhance working conditions. The government should also review its secondary education policy, for instance by requiring teachers to participate in discussions about how the secondary education system is run and how it is delivered, including how teachers' personal development is handled.

Bajoon, Banjar and Banakhar (2018) studied motivation and factors affecting, findings showed that a number of organizational and personal factors affect motivation at work. Age, years of experience, autonomy, educational attainment, and administrative roles were discovered to be personal traits that influence employees' degree of work motivation. Additionally, organizational elements affecting employee work motivation have been identified in the literature as employee

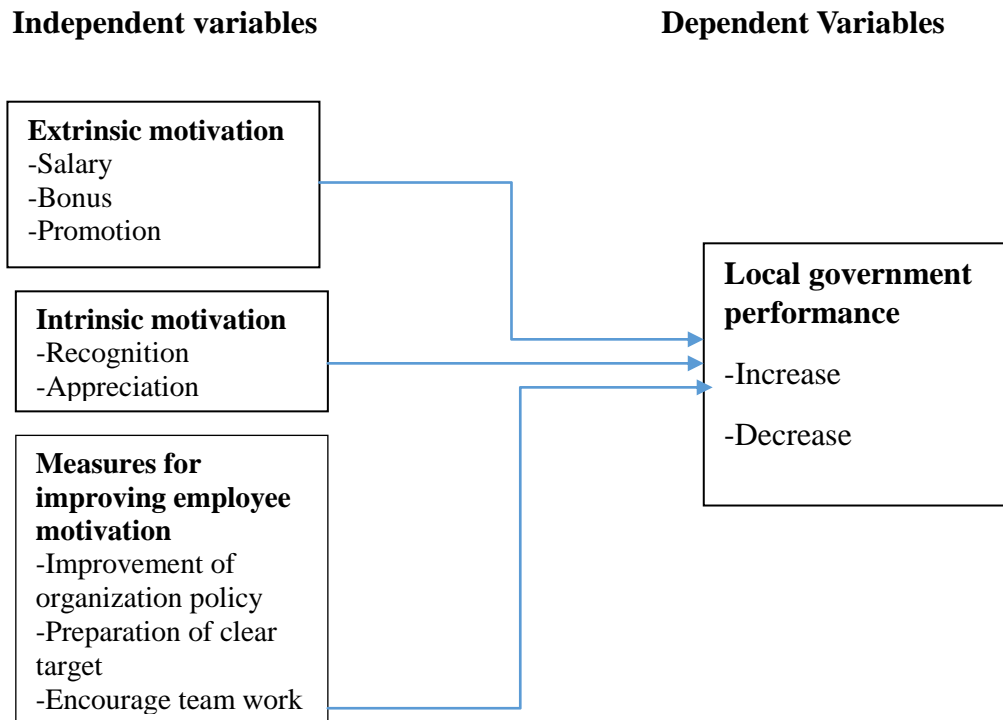
empowerment, job engagement, salary and financial advantages, supervision, promotion, contingent rewards, supportive connection (coworkers), communication, and nature of work.

**Conclusion:** This study demonstrated that a variety of organizational and personal factors have a critical role in determining the degree of job motivation among employees.

## **2.5 Conceptual Framework**

A conceptual framework is recognized as a set of ideas or concepts organized in such a way that easy to communicate with others (Varpio *et al.*, 2020). It shows the independent variables of the rewards such as funds, salary, bonus, promotion, recognition and appreciation. The motivation must be connected with the policy under the government, which specifically stipulated various conditions for reward(Liu, Xiang, Luo, Hu, & Luo, 2022). The system under the motivation in terms of Extrinsic Reward includes funds, salary, bonus and promotion. Intrinsic motivation includes recognition and appreciation.

Additionally, under a period of inflation employees prefer more monetary motivation to fulfil the expenses, during a period of low money supply circulating in economy. Measures for improving employee motivation specifically include the improvement of organization policy, preparation of clear targets and encouragement of teamwork this tends to motivate local government performance. The motivation in terms of intrinsic and extrinsic encourages local government performance. This is relevant in this study, once employees are motivated either intrinsic or extrinsic tend to increase or decrease the performance of local government authority.



**Figure 2.1 : Conceptual Framework**

**Source:** Researcher own conceptualization, (2021).

## 2.6 Research Gap

Despite relevant efforts of various scholars through different studies such as Rahim *et al.*, (2017), Khan *et al.*, (2017), Jean *et al.*, (2017) and Malangalila (2020) in elaborating incentive system for motivation, in the aspects of relationship between rewards and employee motivation. The role of motivation on employee performance in a public organization. Still little is known on the influencing factors on employee motivation in Dodoma city council. Such as the extrinsic motivation system, intrinsic motivational aspect and the measures for improving employee motivation in Dodoma city council. These are relevant factors to consider in the motivation of employees. There is a need to study the influencing factors for employee motivation. Therefore this study focused on the influencing factors towards employee motivation in Dodoma city council.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presented the research design, area of study, population and sample design, the relevant data collection methods or techniques are presented in a way that could be used to analyse data. Moreover, the validity and reliability of the study were presented.

#### **3.2 Research Philosophy**

Research philosophy is defined as research that is arranged logically with relevant approaches that control the data collection and analysis process (Bougie & Sekaran, 2019). The main approach is considered positivism which is applied to quantitative studies. On the contrary, interpretivism is used for qualitative studies and practically applied in mixed studies (Baškarada & Koronios, 2018). This study used both positivism and interpretivism to accomplish the target of mixed approach (Kivunja & Kuyini, 2017). This paradigm is applied to provide clear knowledge of a phenomenon as participants based on the social and institutional context, the data tend to be lost when the textual data are quantified. This study used a mixed approach that combined qualitative and quantitative approaches, it is relevant to draw inferences and even combine relevant views and experiences from respondents, which specifically designed in both approaches.

#### **3.3 Research Approach**

The research approach is based on the plan and procedure which are relevant with steps based on broad assumptions based on data collection method, analysis and

interpretation (Pandey & Pandey, 2021). This study applied both inductive and deductive reasoning, since applied pattern and relationship of theories as well as experiences from the respondents.

### **3.4 Research Design**

The plan and structure of the study that details the ways research was done are referred to as research design (Rahi, 2017). Research design is the overall strategy which suggests a way of dealing with a problem through different mechanisms in a coherent and logical approach to solve the problem efficiently (Melnikovas, 2018). It provides a blueprint that facilitates the measurement, analysis and reporting of the interpreted data towards relevant conclusions. A cross-sectional design was used to facilitate a collection of information at one point in time in a particular period. This facilitated the study to achieve its goal as stipulated in the research questions.

### **3.5 Area of the Research**

This study was conducted in the Dodoma region to cover the Dodoma city council in the central zone of Tanzania. The following reasons are accompanied by the selection of Dodoma city council. In one of the strategic districts where by National Statehouse is located, the existence of staff in local government authority as district council is constantly undergone several challenges as a result of shifting the district headquarters from Dodoma town by then, to Dodoma city council. The change of management and becoming the statehouse. The rationale of selecting Dodoma city council is based on the problem citation that needs to be researched.

### **3.6 Study Population**

The study's population consists mainly of the list from which the sample was

obtained (Rahi, 2017). In this study, the study population was 622 employees in Dodoma City Council (DCC HR department, 2022).

### **3.7 Sampling Design and Procedures**

Sampling is a specific research part that focuses on questions of sampling and focuses on the way how researcher selects or obtains the respondents. The unit of analysis in this study was Dodoma city council. This section presented the sampling techniques and sample size indicated hereunder.

#### **3.7.1 Sampling Techniques**

Simple random sampling was used, as well as purposeful sampling that which the sampling population has an equal probability was selected (Qader et al., 2020). Purposive sampling was used to obtain Human resource officers and management staff at Dodoma City Council. Simple random sampling was used to select middle-staff employees.

#### **3.7.2 Sample Size**

The sample consisted of employees working at Dodoma City Council, a sample of 86 respondents was used. The categories of respondents were management, Human resource officers and middle staff employees (Ngwama & Ogaga-Oghene, 2022).

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

Where by

N = Targeted population = 622

n = Sample size

e = the level of precision (Confidence level which is 10%)

$$n = 622/1 + 622 (0.1)^2 = 86$$

The sample size is 86

### **3.8 Data and Types of Data**

The study used data from both sources primary and secondary sources as indicated here under.

#### **3.8.1 Primary Data**

Primary data is original and unique data that a study collected directly in the field (Mohajan, 2018; Oliver *et al.*, 2019). The study collected primary data through the use of questionnaires and interviews. The primary data were collected as original data concerning the factors influencing employee motivation.

#### **3.8.2 Secondary Data**

The secondary data were collected from published or unpublished documents (Ruggiano and Perry, 2019). Secondary data were collected through a documentary review on the factors influencing employee motivation. Secondary data were used to improve the literature review and background of the study.

### **3.9 Methods of Data Collection**

Methods of data collection refer to a technique that was used in data collection (Lobe, Morgan, & Hoffman, 2020). The collection of primary data was organized through questionnaires and interviews. The secondary data were collected through documentary review.

#### **3.9.1 Questionnaires**

A questionnaire is a research tool that consists of a series of questions that are used



to collect data (Johnston, 2017). A questionnaire used composed both open ended and closed ended questions to get information from a large sample of people in a short amount of time and at a low cost. The questionnaire gives room and more freedom to respondents to express their views and facilitates the capture of more information based on the study theme (Kothari, 2017). The questionnaire collected data from middle staff employees at Dodoma City Council on the factors influencing employee motivation. A case of Dodoma City Council. A questionnaire was developed based on research objectives.

### **3.9.2 Interview**

An interview is a conversation between two or more persons in which the interviewer asks questions to elicit responses from the interviewee (Roulston & Choi, 2018). This strategy provided greater leeway in probing the interviewee for more information. The interviews allowed more clarifications when appropriate to capture the major themes of this study on the factors influencing employee motivation, a case of Dodoma city council. This method was applied to collect data through interview guide from key informants such as management officers and human resource officers. This provided more room to express views and feeling on the factors influencing employee motivation, a case of Dodoma City Council.

### **3.9.3 Documentary Review**

It is the analysis of different documents to get information that was related to important themes from various materials that were found in libraries and online sources (Queirós, 2017). From this method, different documents were reviewed to capture study important themes. The documentary review facilitated to obtain data in

terms of description that was used to improve literature review and background of the study.

### **3.10 Data Processing and Analysis**

Data were processed after being collected the processing of data involved editing, classification, coding, transcription and tabulation (Kothari, 2017). In the analysis of data Statistical Package for Social Science (SPSS) version 21 was employed for this purpose. The SPSS was through the task menu in which analysis was selected then descriptive analysis method and then descriptive in which frequency, percentage and mean and standard deviation was selected to determine the extrinsic motivation system that affects Dodoma city council, the intrinsic motivational aspect of Dodoma city council and the measures for improving employee motivation in Dodoma city council. Then the data were presented in terms of tables and word statements.

### **3.11 Expected Results of the Study**

At this point, it is expected that the results of the study were provided the factors influencing employee motivation. By looking at three aspects of the extrinsic motivation system, intrinsic motivational aspect and measures for improving employee motivation in Dodoma City Council. Therefore, it provided relevant factors influencing employee motivation.

### **3.12 Reliability and Validity**

Reliability and validity are the two most important quality control objects in research.

### **3.12.1 Reliability**

Reliability is a term that was used to define a measure's overall consistency. Once a measure produces similar results under similar settings, it is expected to have a high degree of reliability (Mohajan, 2017). The issue of reliability was ensured through the use of appropriate sampling such as simple and purposive sampling techniques. Also, the study used comments and advice from reviewers to measure reliability.

### **3.12.2 Validity**

The degree to which a study accurately reflects or assesses the precise concepts that the research was measured is referred to as validity (Mohajan, 2017). Validity was enhanced through a pilot study purposely to pre-test the research tools and methods before the study is taken. Validity was enhanced through interviews and questionnaires was checked. These techniques were constructed on the study objectives.

### **3.13 Ethical Consideration**

Ethical considerations were taken into account through data collection. First, researcher given permission from the university through letters to collect data. Each respondent was informed to respond voluntarily. The responses were in verbal and written consent which is required in this study. Second, the introduction and elaboration of the objectives of the study were given before engaging in the fieldwork. Thirdly, all research tools were composed of a short introduction so that respondents were kept anonymous, to avoid any harm to respondents. Furthermore, the study was abide by the ethics of social science research ranging from professional ethics to the researcher-respondent relationship (Powney & Watts,

2018). In addition, all who assisted the researcher in one way or another were given due respect, and acknowledgements of other scholars' works were maintained throughout the research process.

## CHAPTER FOUR

### FINDINGS AND DISCUSSION

#### 4.1 Overview

This chapter presents and discusses the findings based on the study's main focus. Firstly, the demographics characteristics. Secondly, the extrinsic motivation system that affects Dodoma city council, thirdly the intrinsic motivational aspect of Dodoma city council and fourthly the measures for improving employee motivation in Dodoma city council.

#### 4.2 Data Cleaning

Data cleaning is presented in Table 4.1, employees targeted represented the sample size targeted was 86. The questionnaires were 86 and about 86 questionnaires were returned while filled. This directly related to the effort to make follow up on the data collection and respondents were given special emphasize in filling the questionnaires that is why the turnover appeared to be 100%.

**Table 4.1: Questionnaires Distribution and Rate of Response**

Details	Frequency	Percentage (%)
Total distributed Questionnaires	86	100
Questionnaire returned	86	100
Questionnaire not returned	0	0
Questionnaire analysed	86	86

**Source:** Field Data, (2023)

#### 4.3 Demographic Characteristics of Respondents

This section addressed specifically gender, age, marital status and education level of respondents.

**Table 4.2: Preliminary Data Analysis**

Category	Frequency	Per cent
<b>Gender</b>		
Male	47	54.7
Female	39	45.3
<b>Age</b>		
21 - 30 years	5	5.8
31- 40 years	51	59.3
41- 50 Years	25	29.1
Above 50 years	5	5.8
<b>Education level</b>		
Secondary education	3	3.5
Certificate	5	5.8
Diploma	21	24.4
Degree holder	40	46.5
Master degree	17	19.8
<b>Experience</b>		
0-5 years	2	2.3
6-10 Years	6	7.0
11-15 Years	43	50.0
16-20 Years	24	27.9
Above 20 years	11	12.8

**Source:** Field Data (2023).

#### **4.3.1 Gender of Respondents**

The gender of respondents is a significant aspect which shows the composition of males or females who appeared in this study. Findings in Table 4.2 showed that more than half (54.7%) of respondents are male while about (45.3%) are female. These findings imply that factors influencing employee motivation are significant for both males and females respective. But males appeared to be the majority of female counterparties simply because males in most instances history of dominance in both the education and employment sectors. Similar to this study Antwi Jnr (2019) argued that both female and male are subjected to employee motivation and are entitled to receive motivation in various aspects and factors take into account relevance for organization performance.

### **4.3.2 Respondents' Distribution in Terms of Age**

Respondent distribution in terms of age is needed in the factors for employee motivation. In Table 4.2 findings revealed a large proportion (59.3%) appeared in the age category of 31-40 years, followed by (29.1%) who are found in the age group of 41-50 years and a small proportion (5.8%) appeared in the age group between 21-30 years. These findings imply that the majority of the employees in local government authorities are in the active age group, which is needed in the motivation aspects. The study by Diamantidis and Chatzoglou (2019) argued that age in the active group are easily motivated and included for the organization performance. The ability to motivate the active age group increases the chance for organization performance. Since the production begin first with the active age group.

### **4.3.3 Respondents' Distribution in terms of Education Level**

The education level of respondents facilitates the ability to motivate employees while considering the level of education, which was the relevant factor in the motivation. Findings in Table 4.2 present the respondent's education level. The majority (46.5%) are degree holders, followed by (24.4%) who had a diploma and (19.8%) who had a master's degree respectively.

These findings imply that the majority had a bachelor's degree education which meets the need for categorization in local government authority. Similarly Olivia (2018) pointed out that education level is the basis for employee motivation in the most local government authority, it means that employees with high education are well motivated in terms of high salaries compared to their fellow counterparty with

low education level.

#### **4.3.4 Experience Working at the Organization**

Experience which employees had working in the local government authority. Findings in Table 4.2 presented responses of respondents in the experience. About (50.0%) had 11-15 years, a small proportion (27.9%) had 16-20 years and a slight minority (2.3%) experienced 0-5 years. These findings imply that employee motivation in local government authorities indicated that enough experience employee working in local government authority is the basic aspect for motivation requirement. Similar findings presented by Kalogiannidis (2021) argued that enough experience in the work is the best criteria for motivation in local government authority. The experience is the basis to increase more chance to be motivated especially in the local government where experience is the necessary criteria to increase pay and non-financial aspects.

#### **4.4 The Extrinsic Motivation System that Affects Dodoma City Council**

This section presented the first specific objective that determined the extrinsic motivation system that affects Dodoma City Council.

##### **4.4.1 Extrinsic Motivation System**

Findings in Table 4.6 presented the extrinsic motivation system that affects Dodoma City Council, workplace violence, poor working environment, underpaid, lack of bonuses and unreasonable workload.



**Table 4. 3: The Extrinsic Motivation System that Affects Dodoma City Council**

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Deviation
Existence of workplace violence	11(12.8)	10(11.6)	5(5.8)	41(47.7)	19(22.1)	3.5465	1.30751
Poor Working condition	10(11.6)	10(11.6)	3(3.5)	47(54.7)	16(18.6)	3.5698	1.25126
Existence of underpaid	8(9.3)	7(8.1)	3(3.5)	49(57)	19(22.1)	3.7442	1.17008
Lack of bonus	10(11.6)	5(5.8)	4(4.7)	50(58.1)	17(19.8)	3.6860	1.20060
Unreasonable workload	7(8.1)	9(10.5)	2(2.3)	47(54.7)	21(24.4)	3.7674	1.17498

**Source:** Field Data (2023).

Findings in Table 4.3 presented the statement that “There is the existence of workplace violence”. A large proportion (47.7%) agreed and (5.8%) of respondents reported being neutral. A mean score of 3.5465 which is above the neutral point denotes the agreement side and deviated from the mean by 1.30751. These findings show that workplace violence exists at Dodoma City Council as local government authorities. These findings imply that workplace violence in local government authority tends to exist and affect Dodoma City Council as an extrinsic motivation system. One of the Human Resource Officer on the existence of work place violence responded that,

*“ work place violence exist in the environment of work, for such a reasons we always transfer workers from one section to another, this is a specific way to deals with work place violence in Dodoma city council, my responsibility is to allocate and ensure work place harmony for the performance of local government authority”*

These findings related to that of Liu, Xiang, Luo, Hu, & Luo, (2022) who suggested that work place motivation and violence tend to induce a person not to act actively in the work place. This is the limit of work performance in the manner required within the organization. In addition to that Antwi Jnr, (2019) who contended that work

place violence tends to create disturbance in the work setting which ultimately limit the work performance. Contrary Malangalila (2020) argued differently that work place violence is considered as specific factors which motivate employees to work hard. Employees in most instances in the private sector organization are well motivated with work environment under pressure to accomplish the goal.

Findings in Table 4.3 presented the statement that in Poor Working conditions, a large proportion (54.7%) agreed compared to (11.6%) who strongly disagreed respectively, with a mean score of 3.5698 which is above the neutral point and deviated at 1.25126. These findings show that employees at the local government authority Dodoma City Council are challenged with poor working condition employees to perform the work effectively. In similar vein Yousef (2017) argued that existence of poor working condition is the threat that affect adversely employees and work performance. In addition, Kumar (2019) argued that poor work condition reduce the ability of employees to accomplish the designed work demand. During interview with one of the management staff

*“In our office working condition is quite challenging in which the respective work performance is generally harmed for more productivity, efficiency and effectiveness, the direct improvement of the work place working condition is imperative for the motivation of the employees at Dodoma City Council”.*

The work condition tends to affect productivity and efficiency of the workers. The direct link between working condition and work performance exist. Khan *et al.*, (2017) argued on the relationship between rewards and employee motivation which provided similar findings to this study on the intrinsic rewards towards the employee motivation. Similarly Vuong, *et al.*, (2021) pointed on the job environment as a factor for proactivity and adaptability. The job environment support on job

performance.

Findings in Table 4.3 presented the statement that “the existence of underpaid” more than half (57%) of respondents agreed with that statement, compared to (8.1%) who disagreed with the statement. A mean score of 3.7442 is above the neutral point which denotes the agreement side, and it is deviated by 1.17008 respectively from the Mean. These findings show that underpaid is one of the extrinsic motivation factors that limit Local Government Authority. Jean and Robert (2017) argued that low payment to employees is one of the extrinsic motivation that limit the work performance, and in most instance employees are discourage when the payment in terms of wages or salaries are low.

Findings in Table 4.6 presented the statement that “Lack of bonus” about (58.1%) agreed compared to (5.8%) who disagreed, with a mean score of 3.6860 and a standard deviation of 1.20060. These findings show that employees at Dodoma City Council are facing a lack of bonus extrinsic motivation. These findings imply that the lack of bonuses limits employees at Dodoma City Council as extrinsic motivation.

These findings related to that of Kalogiannidis (2021) who argued that lack of bonus provision among the employees tend to limit the way respective employees could contribute in the organization performance. Findings in Table 4.3 presented the statement that unreasonable workload is extrinsic motivation which affects Dodoma City Council. A large proportion (54.7%) agreed and about (8.1%) strongly disagreed with that statement. A mean score of 3.7674 and a standard deviation of

1.17498 respectively. These findings imply that employees are mostly affected by unreasonable workloads.

*These findings are related to the responses during key informant interview, in which bonus are not provided often but with specific reasons, as management we know exactly the responsibility to plan and reduce work load.*

These findings show that failure to provide bonus tend to affect adversely the work performance. Kilimo, *et al.*, (2017) suggested that intrinsic and extrinsic rewards of employee performance are drivers to motivation on the job especially with salary or additional responsibility to increase performance. Management should plan to invest in motivation to improve employee commitment on the job.

#### **4.4.2 The Extrinsic Motivation Existing in Dodoma City Council in terms of Satisfaction and Rating**

The findings in Table 4.4 presented the extrinsic motivation existing in Dodoma City Council in terms of satisfaction and rating.

**Table 4. 4 : Extrinsic Motivation in Dodoma City Council Satisfaction and Rating**

Statement	Not	Poor	Fair	Well	High	Mean	Std Deviation
Satisfaction with job	9(10.5)	13(15.1)	33(38.4)	23(26.7)	8(9.3)	3.0930	1.10217
rate extrinsic motivation	2(2.3)	5(5.8)	41(47.7)	33(38.4)	5(5.8)	3.3953	.78634

**Source:** Field Data (2023)

Findings in Table 4.4 presented the statement those employees at Dodoma City Council satisfaction with their job. A large proportion (38.4%) reported being fair with that statement, compared to a slight minority (10.5%) who suggested not fair. A mean score of 3.0930 and a standard deviation of 1.10217. These findings imply that

employees at Dodoma City Council are fair satisfied with their Job, which means that normally become reasonable in terms of responsibilities.

Findings in Table 4.4 rate extrinsic motivation at Dodoma City Council. A large proportion (47.7%) rated extrinsic motivation as fair compared to (2.3%) who suggested not fair. The mean score of 3.3953 is at the fair point and the standard deviation is .78634 respectively. These findings imply that extrinsic motivation is rated as fair by Dodoma City Council. One of the management staff responded that during interview;

*“I normally noted that rating extrinsic motivation need a clear picture at Dodoma City Council, in which the system that we use to provide such motivation is fair”*

These findings related to that of Malangalila (2020) who argued that extrinsic motivation is rated fair to induce work performance and in most instances organisation tend to meet its goals.

#### 4.4.3 Extrinsic Motivation in Dodoma City Council

The findings in Table 4.5 presented extrinsic motivation in Dodoma City Council in terms of the statement.

**Table 4.5: Extrinsic Motivation in Dodoma City Council**

Statement	To a very large extent	To large extent	To some extent	To little extent	To no extent	Mean	Std Deviation
worker's monetary motivation increases performance	9(10.5)	46(53.5)	18(20.9)	7(8.1)	6(7)	2.4767	1.02586
salary pay improves your work performance	33(38.4)	30(34.9)	13(15.1)	6(7)	4(4.7)	2.0465	1.11574
Bonus improve performance	10(11.6)	29(33.7)	30(34.9)	11(12.8)	6(7)	2.6977	1.06351
Promotion improve performance	7(8.1)	54(62.8)	15(17.4)	5(5.8)	5(5.8)	2.3837	.93518

**Source:** Field Data, (2023).

Findings in Table 4.5 presented the statement “worker's monetary motivation increases performance” A large proportion (53.5%) of respondents suggested workers monetary motivation increases performance to large extent, compared to a slight minority (7%) suggested no extent, a mean score of 2.4767 and standard deviation of 1.02586. These findings imply that monetary motivation for workers is mostly preferred. Khan *et al.*, (2017) argued that monetary motivation is one of the specific factors which attract the attention of workers, in which specific attempt are required to improve the provision of monetary motivation for workers.

Findings in Table 4.5 presented the statement that salary pay improves your work performance. A large proportion (38.4%) suggested salary pay improves your work performance to a very large extent, compared to (4.7%) who suggested it to no extent. A mean score of 2.0465 and a standard deviation of 1.11574. These findings imply that salary pay is mostly preferred to work performance in local government authority. Kalogiannidis (2021) suggested that salary payment is the specific factor that need close attention to the payment of workers. Since improvement of salary as one of the monetary payment attract more effort to the goal accomplishment on behalf of the organization. During interview with one of the Human Resource Officer, responded that

*“workers monetary motivation increase the work performance, which tend to improve performance of our organization. The salary in most instances tend to increase motivation in the specific work setting and outside work, workers are well satisfied once are given the salary timely and completely”*

Findings in Table 4.5 presented the statement that bonuses improve performance, about (34.9%) suggested bonuses improve performance to some extent compared to

(7%) who suggested to no extent in bonus improvement. A mean score of 2.6977 which is less than 3 suggested to large extent bonuses improve performance. These findings imply that bonuses provided to employees at Dodoma City Council tend to improve performance. Vuong, *et al.*, (2021) argued that work bonus provision increases the productivity and even adaptability of the work environment in which specific requirement tend to increase workers responsibility while influence organization performance.

Findings in Table 4.5 presented the statement that promotion improves performance. A large proportion (62.8%) suggested that promotion improves performance to a large extent compared to (5.8%) who suggested to no extent promotion improves performance. A mean score of 2.3837 which suggested a large extent and a standard deviation of .93518 which is low suggested it has deviated less to some extent point regarding promotion improve performance. These findings imply that the promotion provided to employees tends to improve performance. During interview with another management officer regarding to the monetary motivation responded that,

*“we provide bonus and promotion to the extent of improving work performance, however Dodoma City Council employees have not yet improved the performance in the relation of provided bonus and promotion, also promotion and bonus are not provided for every employees”*

#### **4.5 The Intrinsic Motivational Aspect of Dodoma City Council**

This section presented the secondary specific objective that determined the intrinsic motivational aspect of Dodoma City Council.

##### **4.5.1 The Intrinsic Motivational aspect of Dodoma City Council**

Findings in Table 4.6 presented the intrinsic motivational aspect of Dodoma City

Council as follows; Findings in Table 4.6 presented the statement that the Existence of Good interpersonal work relations. A large proportion (54.7%) agreed with that statement compared to a slight minority (1.2%) who suggested being neutral with that statement. A mean score of 3.3488 which is greater than 3 meaning that good interpersonal promote work relationships and deviated at 1.24397 from the neutral point. These findings imply that good interpersonal work relationships tend to promote work relationships. Similar findings reported by Vuong *et al.*, (2021) who pointed that interpersonal relationship which organization need are important element in the accomplishment of objective that organization are directed to achieve. This creates much emphasis on the work environment and creates work harmony both are needed to the work performance.

**Table 4.6: The Intrinsic Motivational aspect of Dodoma City Council**

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std Deviation
Existence of Good interpersonal work relation	9(10.5)	19(22.1)	1(1.2)	47(54.7)	10(11.6)	3.3488	1.24397
Existence of praise by the management	3(3.5)	5(5.8)	5(5.8)	54(62.8)	19(22.1)	3.9419	.91207
Existence of recognition	6(7)	3(3.5)	3(3.5)	50(58.1)	24(27.9)	3.9651	1.04541
Existence of long working hours because of belief in the work	18(20.9)	32(37.2)	4(4.7)	24(27.9)	8(9.3)	2.6744	1.33233
Management appreciation	11(12.8)	13(15.1)	5(5.8)	39(45.3)	18(20.9)	3.4651	1.32574
Work stress	7(8.1)	9(10.5)	3(3.5)	47(54.7)	20(23.3)	3.7442	1.17008

**Source:** Field Data (2023).



Findings in Table 4.6 presented the statement that the existence of praise by the management. A large (62.8%) agreed that praise by the management is one of the intrinsic motivations, compared to (3.5%) who suggested otherwise. A mean score of 3.9419 indicates more than three which means agreement side while a standard deviation of .91207 indicated less deviation from the neutral point. These findings imply that praise by the management is a specific aspect of intrinsic motivation at Dodoma City Council. Similarly Ogbogu (2017) argued that management is the specific aspect to motivate employees intrinsically towards the accomplishment of the work and directed responsibilities.

During interview responded that “good interpersonal relationship and praise provision of the management are essential factor and we as management team we respond for that purposely to improve work performance, but the required intrinsic motivation failed to attain level of performance expected at Dodoma City Council. Findings in Table 4.6 presented the statement that the existence of recognition is an aspect of motivation in Dodoma City Council. More than half (58.1%) agreed with that statement, compared to (7%) who strongly disagreed with the statement. A mean score of 3.9651 which is above the neutral point denotes the agreement side and deviated at 1.04541 at the mean point. These findings imply that employees are motivated once are recognized in the particular work understanding.

Findings in Table 4.6 presented the statement that work stress is intrinsic motivation. A large proportion (54.7%) of workers agreed with that statement, compared to (3.5%) who suggested being neutral with the statement. A mean score of 3.7442 which is above the neutral point and deviated more from the neutral point of

1.17008. These findings imply that employees are intrinsically motivated once are pushed by work stress and tend to accomplish more responsibilities.

Findings in Table 4.6 presented the statement that the Existence of long working hours because of belief in the work, a large proportion (37.2%) disagreed with that statement, compared to (9.3%) who strongly disagreed with the statement. A mean score of 2.6744 which is less than 3 means that workers' failed to believe in long working hours, which deviated more at 1.33233 from the neutral point. These findings imply that employees in Dodoma City Council failed to believe in long hours working towards the intrinsic motivation aspect.

Findings in Table 4.6 presented the statement that management appreciation is one of the intrinsic aspects of motivation. A large proportion (45.3%) agreed with that statement compared to (5.8%) who suggested being neutral with that statement. A mean score of 3.4651 which is above three means that appreciation by the management is a significant aspect in the intrinsic motivation, which deviated at 1.32574 meaning that more deviation is from the neutral point. These findings imply that management appreciation is one of the significant aspects of intrinsic motivation. Again Ogbogu (2017) pointed out that management ability to appreciate employees is the direction which specifically organization require to attain the performance. On the contrary Farson *et al.*, (2021) argued that employees appreciation tend to create a sense of pride, must be carefully handled and organized. Thus, appreciation of employees tend to increase the ability to work once are properly handled for the benefit of the organization.

### 4.5.2 Types of Employees Motivation

Findings in Table 4.7 presented the types of employees' motivation working in Dodoma City Council. The findings in Table 4.7 presented employees' motivation types. A large proportion (70.9%) suggested being motivated by monetary rewards than (29.1%) who opted for non-monetary rewards. These findings imply that monetary rewards tend to motivate employees more than non-monetary. Aleck, (2019) argued that monetary rewards are more preferred to increase energize employees than non-monetary aspects, because of being multipurpose in terms of money use and respective employees need.

**Table 4.7: The Types of Employees Motivation**

Category	Frequency	Per cent
Monetary reward	61	70.9
Non-Monetary reward	25	29.1
Total	86	100.0

**Source:** Field Data (2023)

### 4.5.3 Intrinsic Motivation Influence Performance

Findings in Table 4.8 presented the intrinsic motivation that influences performance as follows;

**Table 4. 8: Intrinsic Motivation Influences Performance**

Statement	To a very large extent	To large extent	To some extent	To little extent	To no extent	Mean	Std Deviation
Does good management of local government influence its performance	7(8.1)	13(15.1)	4(4.7)	40(46.5)	22(25.6)	3.6628	1.24249
Recognition of employee influence performance	7(8.1)	4(4.7)	3(3.5)	44(51.2)	28(32.6)	3.9535	1.13663
Appreciation of employee influence performance	4(4.7)	11(12.8)	4(4.7)	42(48.8)	25(29.1)	3.8488	1.12216

**Source:** Field Data (2023)

Findings in Table 4.8 presented the statement “on whether good management of local government influences its performance” A large proportion (46.5%) suggested to the little extent good management influences its performance, compared to (4.7%) who opted to some extent. A mean score of 3.6628 indicates little extent. These findings show that good management that exists in local government authority tends to influence performance. Similarly Change *et al.*, (2019) argued that management idealized well tend to base in the relevant and specific factors which are applied to measure local government authority.

Findings in Table 4.8 presented the statement that recognition of employee influence performance. A large proportion (51.2%) suggested too little extent recognition influences performance, compared to a slight minority (3.5%) who opted to some extent recognition influence performance. The mean score of 3.9535 and deviated at 1.13663 which is relevant to the influence of recognition on performance. These findings imply that the ability to recognize employees in the local government authority tends to influence relevant performance. Similarly, Olivia (2018) argued that recognition effort is a catalyst that promote more effort in the goal accomplishment, since employees once are appreciated tend to work more than when are ignore.

Findings in Table 4.8 presented the statement that, appreciation of employee influence performance. A large proportion (48.8%) suggested too little extent appreciation of employees' influences on performance, compared to (4.7%) who opted otherwise to a very large extent. The Mean score of 3.8488 and standard deviation of 1.12216 are relevant to a little extent. These findings imply that local

government once appreciate the employees are expected to perform well. In like manner Ibrahim (2019) contend that local government authority has the responsibility to appreciate employees in specific undertakings to increase responsibility to them regarding to the work and organization itself.

#### **4.6 The Measures for Improving Employee Motivation in Dodoma City Council**

This section presented the third specific objective that sought to determine the measures for improving employees' motivation in Dodoma City Council.

##### **4.6.1 Measures for Improving Employee Motivation**

The use of multiple response the findings in Table 4.9 presented the measures for improving employee motivation.

**Table 4.9 : The Measures could be taken to Improve Employee Motivation in DCC**

Category	Frequency	Individual case n= 86	Overall %
Good working environment	40	46.5	17.7
Reduced workload	29	33.7	12.8
Increasing salary and allowances	66	76.7	29.2
Management appreciation of employees	75	87.2	33
Provision of thanks note	16	18.6	7.7

**Source:** Field Data (2023)

Findings in Table 4.9 using multiple response analysis. Findings show that about (87.2%) of the individual case per cent suggested management appreciation of employees tends to improve employee motivation, compared to 33% of the overall per cent. Followed by (76.7%) who suggested increasing salary and allowances tends to improve motivation. These findings imply that management has the responsibility

to appreciate employees for their respective motivation improvement. Maseko (2019) argued that once employees are appreciated tend to increase their inner feelings regarding to the work and its related environment. These are specific factors which are needed for the work performance.

#### 4.6.2 The Rank and Description of the Boss-Subordinate Relationship

Findings in Table 4.10 presented the rank and description of the boss-subordinate relationship in Dodoma City Council.

**Table 4.10: The Rank and Description of the Boss-Subordinate Relationship**

Statement	Not	Poor	Fair	Well	High	Mean	Std Deviation
The rank boss-subordinate relationships at your workplace	6(7)	27(31.4)	18(20.9)	25(29.1)	10(11.6)	3.0698	1.16610
The description of effective communication at the workplace	5(5.8)	19(22.1)	10(11.6)	38(44.2)	14(16.3)	3.4302	1.17364

**Source:** Field Data (2023).

Findings in Table 4.10 presented the rank between bosses –subordinate relationships at the respective workplace. A large proportion (31.4%) suggested that the relationship between boss-subordinate is poor, compared to (29.1%) who suggested well, a mean score of 3.0698 and deviated at 1.16610 which suggested a fair relationship. These findings imply that the boss-subordinate relationship is fair through mean analysis in the respective workplaces. Similarly Mfinanga (2018) argued that boss and employees relationship are specific ingredient to the performance of the organization, in which the work performance need to be well aligned to the relationship existing with the work.

Findings in Table 4.10 presented the description of effective communication at the workplace, about (44.2%) suggested that workplace communication is effective, compared to (5.8%) who suggested not effective communication at workplaces. A mean score of 3.4302 and a standard deviation of 1.17364 denote the existence of effective communication. These findings imply that effective communication at workplaces tends to promote the relationship between boss and subordinate. Engdaget (2020) argued that communication tend to increase the amount of work done in a specific period of time. The communication need to be effective between employees and boss or employees to employees within the work settings.

#### 4.6.3 The Aspects of Work Performance

Findings in Table 4.11 presented the aspects required in the work performed by Dodoma City Council.

**Table 4.11 : The Aspects of Work Performance**

Statement	To a very large extent	To large extent	To some extent	To little extent	To no extent	Mean	Std Deviation
To what extent the specific baseline is established in your organization	6(7)	20(23.3)	9(10.5)	40(46.5)	11(12.8)	3.3488	1.17591
To what extent work performance does relate to specific standards or references in your organization	9(10.5)	45(52.3)	5(5.8)	19(22.1)	8(9.3)	2.6744	1.20237
To what extent does employees' productivity relate to a specific period	5(5.8)	48(55.8)	2(2.3)	18(20.9)	13(15.1)	2.8372	1.26361
To what extent a clear objective is attained in a specific period	8(9.3)	37(43)	24(27.9)	13(15.1)	4(4.7)	2.6279	1.00641
To what extent does the survey of people who received service improve the performance of the organization	12(14)	41(47.7)	21(24.4)	7(8.1)	5(5.8)	2.4419	1.02446

**Source:** Field Data (2023).

Findings in Table 4.11 presented the statement that to what extent the specific baseline is established in your organization, about (46.5%) suggested the little extent the specific baseline is established in the organization, compared to (23.3%) who suggested a large extent, a mean score of 3.3488 and standard deviation at 1.17591 which denote to some extent specific baseline is established at the organization. These findings imply that local government authorities establish a specific baseline to address the organization's motivation. Farson *et al.*, (2021) argued that organization performance is specifically aligned in the specific period of time which indicate the specific baseline that every employees are required to accomplish.

Findings in Table 4.11 presented the statement that the extent of work performance relates to specific standards or references in your organization. About (52.3%) suggested to a large extent that work performance relates to a specific standard, compared to (9.3%) who suggested otherwise to no extent, with a mean score of 2.6744 and a standard deviation of 1.20237 which generalized to some extent that work performance relates to a specific standard. These findings imply that work performed in the local government tends to base on the specific reference or standard of the organization. Similarly Maduka, *et al.*, (2018) pointed out that work performance in the local government authority aligned with basic and specific reference that employees strive to achieve in a specified period of time.

Findings in Table 4.11 presented the statement that “To what extent do employees' productivity relate to a specific period” A large proportion (55.8%) suggested a large extent employee's productivity relates to a specific period, compared to (2.3%) who



suggested to some extent, a mean score of 2.8372 and standard deviation of 1.26361 which denote a large extent employee productivity at the organization relate to a specific period. These findings imply that employees' productivity is based on a specific period.

Findings in Table 4.11 presented the statement that to what extent a clear objective is attained in a specific period, a large proportion (43%) suggested to a large extent a clear objective is attained in a specific period, compared to (4.7%) who suggested otherwise to no extent. A mean score of 2.6279 and a standard deviation of 1.00641 denote to a large extent a clear objective is specifically attained in the local government authority. These findings imply that specific attainment in the organization depends on a specific period. Parallel to this Olivia (2018) argued that period of time is the function that organization required to attain for specific accomplishment. In like manner performance of specific organization is aligned in the specific period of time.

Findings in Table 4.11 presented the statement that "to what extent does the survey of people who received service improve the performance of the organization" About (47.7%) suggested to a large extent the survey of people who received service improves the performance of the organization, compared to a slight minority (5.8%) who suggested otherwise. A mean score of 2.4419 and standard deviation of 1.02446 which is below the midpoint 3 denote to a large extent the survey of people who receive the service tends to improve the performance of the organisation.

#### **4.6.4 Motivation Aspects for Performance**

Findings in Table 4.12 presented the motivation aspects for performance in Dodoma

City Council.

**Table 4. 12 : Motivation Aspects for Performance**

Statement	To a very large extent	To large extent	To some extent	To little extent	To no extent	Mean	Std Deviation
To what extent does the quality of work improve the value towards required performance	23(26.7)	38(44.2)	10(11.6)	9(10.5)	6(7)	2.2674	1.17247
To what extent does the minimisation of toxic elements relate to the performance of the organization	25(29.1)	35(40.7)	9(10.5)	7(8.1)	10(11.6)	2.3256	1.29653
To what extent does monitoring of employees' behaviour relate to performance	7(8.1)	38(44.2)	13(15.1)	13(15.1)	15(17.4)	2.8953	1.27445
To what extent does the amount of time applied by employees in the office improve performance	40(46.5)	25(29.1)	8(9.3)	9(10.5)	4(4.7)	1.9767	1.18795

**Source:** Field Data (2023).

Findings in Table 4.12 presented the statement that “To what extent does the quality of work improve the value towards required performance”. A large proportion (44.2%) suggested to a large extent the quality of work improves the value towards required specific performance compared to (7%) who suggested to no extent the quality of work tends to improve the value towards the respective performance. The mean score of 2.2674 and standard deviation of 1.17247 denote to a large extent quality of work improves work performance. These findings imply that failure to address the required work quality tends to fail in the required work performance. Rahim *et al.*, (2017) claimed that failure to monitor work quality tend to reduce the work performance, in which employees performance are measured with specific performance standard and achievement.

Findings in Table 4.12 presented the statement that the minimization of toxic elements relates to the performance of the organization, about (40.7%) suggested to a large extent that the performance of the organization depends on the minimization of the toxic element, compared to (11.6%) who suggested otherwise. The mean score of 2.3256 and standard deviation of 1.29653 denote to large extent the ability to minimize toxic elements related to the performance. These findings imply that the ability of an organisation to minimize toxic elements relates to the performance of such an organisation. Parallel Olivia (2018) argued that responsibility of management is to minimize toxic elements which are adversely detrimental factors for the organization performance. Whenever, management failure to deals with them effectively tends to destruct the work performance.

Findings in Table 4.12 presented the statement that To what extent does monitoring of employees' behaviour relate to performance, about (44.2%) suggested that a large extent monitoring of employees' behaviour related to performance, compared to (17.4%) who suggested otherwise to no extent relate to the performance. A mean score of 2.8953 and a standard deviation of 1.27445 respectively. These findings imply that employee behaviour once failed to be monitored tends to affect performance.

Similar findings by Diamantidis and Chatzoglou (2019) who pointed out that failure to control employees detrimental specific behaviour tend to reduce work performance. Findings in Table 4.12 presented the statement that “To what extent does the amount of time applied by employees in the office improve performance?”. A large proportion (46.5%) suggested to a very large extent the amount of time

applied by employees in the office improves performance compared to (4.7%) who suggested otherwise. The mean score of 1.9767 denotes to a very large extent and the standard deviation of 1.18795 respectively. These findings imply that the amount of time employees apply in the work tends to influence their performance. Olivia (2018) argued similar findings that time directed in the production increase the work performance and eventually lead to more productivity in the organization.

**Table 4. 13 : Motivation Aspects for Performance**

Statement	To a very large extent	To large extent	To some extent	To little extent	To no extent	Mean	Std Deviation
Does the existence of a specific schedule such as hours committed to a specific task lead to performance increase	32(37.2)	22(25.6)	9(10.5)	13(15.1)	10(11.6)	2.3837	1.41562
Does an increase in performance in the organization relate to the number of hours applied to a specific task	15(17.4)	43(50)	18(20.9)	6(7)	4(4.7)	2.3140	.99719

**Source:** Field Data (2023)

Findings in Table 4.13 presented the statement that the existence of a specific schedule such as hours committed to a specific task leads to a performance increase, a large proportion (37.2%) suggested that to every large extent specific schedules such as hours applied in the work tend to improve performance. Compared to (11.6%) who suggested otherwise. The mean score of 2.3837 was suggested to a large extent and deviated at 1.41562. These findings imply that specific schedules that employees follow for the organization tend to improve performance. Kilimo *et al.*, (2017) lack of specific work schedule destruct the work and lead to decline of the

performance.

Findings in Table 4.13 presented the statement on whether the increase in performance in the organization relates to the number of hours applied to a specific task. A large proportion (50%) suggested to a large extent increase in performance in the organization is based on the number of hours applied to a specific task. A mean score of 2.3140 and a standard deviation of .99719 which is less than indicates to a very large extent increase in performance in the organization relate to the number of hours applied to a specific task.

These findings imply that hours applied to a specific task tend to increase performance. Olivia (2018) pointed out that numbers of hours that workers apply in the specific task had more implication on the work performance. On the contrary Jean *et al.*, (2017) argued that hours applied in the particular work had implication in the performance of work provided are mix up with workers intention to accomplish the task.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

This chapter comprises the summary of the study which are presented in a short, specific findings based on the study objectives, the respective conclusion are presented in brief to provide a general picture of the study, recommendation are drawn based on the findings of this study and area for further study is presented.

#### **5.2 Summary of Findings**

The extrinsic motivation system that affects Dodoma city council mainly are lack of bonus (58.1%) and existence of underpaid (57%). The existence of underpaid is recognized as the extrinsic motivation factors that limit Local Government Authority. Lack of bonus tends to affect the work relationship for a specific performance. The intrinsic motivational aspect on the other hand was existence of praise by the management (62.8%) and existence of recognition (58.1%). These specifically aligned on the motivation system which work and organization in particular demand to affect Dodoma city council.

The findings noted that a large proportion (62.8%) of respondents agreed with the statement that praise by management is one of the intrinsic motivations. This is consecutively supported with a mean score of 3.9419 that indicate agreement side. The respective standard deviation of .91207 from the neutral point, thus the management is a specific aspect of intrinsic motivation at Dodoma city council. More than half (58.1%) of respondents agreed with a mean score of 3.9651 which is

above the neutral point it denotes the agreement side and deviated at 1.04541 from the mean point. The employees are motivated once are recognized in the particular work understanding.

A large proportion (54.7%) of workers agreed that employees are intrinsically motivated once are pushed by work stress. A mean score of 3.7442 was above the neutral point and deviated at 1.17008. Employees are intrinsically motivated once are pushed by work stress for such a reason tend to accomplish more responsibilities. The Existence of long working hours because of believing in the work, the findings noted that a large proportion (37.2%) disagreed with that statement, a mean score of 2.6744 appeared to be less than 3 meaning that workers failed to believe in long working hours. It is noted that employees failed to believe in long hours working as an intrinsic motivation aspect.

The measures for improving employee motivation indicated by a large proportion (87.2%) who suggested that management appreciation of employees tends to improve employee motivation. The management has the responsibility to appreciate employees for their respective motivation improvement. About (46.5%) suggested too little extent on the specific baseline is established in the organization, with a mean score of 3.3488 and a standard deviation of 1.17591 which denoted to some extent a specific baseline at the organization. The local government authority established a specific baseline to address the organisation's motivation.

Findings presented the statement that the extent of work performance related to specific standards or references is supported by more than half (52.3%) who pointed

to a large extent that work performance has specific standards in the local government. These are aligned on the specific standard that which organization intend to accomplish in a specific period.

### **5.3 Implication of the Study**

#### **5.3.1 Implication to the Management**

This study provided more relevant knowledge to the management more particularly on the factors influencing employees motivation.

#### **5.3.2 Implication to the Practitioners**

The practitioners need to support local government authority in designing appropriate motivation factors for employees and design appropriate combination of intrinsic and extrinsic factors, while allowing the performance of employees.

#### **5.3.3 Implication to the Employees**

Findings imply that employees need to receive motivation factors either intrinsic or extrinsic towards the performance of local government authority. The feedback mechanism need to be applied to indicate the sense of satisfaction of either intrinsic or extrinsic motivation factors, or monetary and non-monetary motivation factors.

### **5.4 Conclusion**

The extrinsic motivation system that affects Dodoma city council noted existence of underpaid which are the extrinsic motivation factors. Lack of bonus specifically tends to hinder the Dodoma city council. The bonus is expected to motivate employees to work hard towards accomplishment of the goals which Dodoma city



council intends to accomplish.

The praise by the management is one of the intrinsic motivations. The employees are motivated once are given a particular work undertaking. Employee is intrinsically motivated once are pushed by work stress for such a reason tend to accomplish more responsibilities. The Existence of recognition specifically related to increase of the workers ability to deals with work through such motivation aspect. The measures for improving employee motivation indicated that management appreciation of employees tends to improve employee motivation.

The management has the responsibility to appreciate employees for their respective motivation improvement. The local government authority established a specific baseline to address the organization's motivation. Findings presented the statement that the extent to work performance relates to specific standards or references on work performance within a local government authority. The aligned specific standard are expected to accomplish goal is a specific period.

## **5.5 Recommendations**

The findings of this study specifically lead to the following recommendations;

### **5.5.1 Recommendations to Local Government Authority**

Local government authority is advised to harmonize the extrinsic motivation system that affects Dodoma city council to perform; by putting more emphasis on non-monetary extrinsic like salary increases and bonuses to provide related the economic condition. Local government authorities should revise the current salary scale to align with the specific economic condition, to set appropriate extrinsic factors.

### **5.5.2 Recommendations to Dodoma City Council Management**

Dodoma city council should play important role in modifying both extrinsic and intrinsic motivation aspects through monitoring and controlling factors like salary, bonus, praise and recognition to respective employees. These are expected to increase employees' satisfaction within the local government system.

### **5.5.3 Recommendation to Employees**

Employees at Dodoma city council should be able to accept system of motivation either intrinsic or extrinsic for the purpose of performance. The effective acceptability of the system of motivation in combination provide a better opportunity to work while minimizing unnecessary tendency for satisfaction.

### **5.6 Area for Further Research**

This study is focused on the Factors Influencing employee motivation in Dodoma city council. Anyone who wants to conduct this study must specifically implement in other regions of Tanzania. But specific undertaking should be aligned on the variables which are left untouched by study;

- i. Challenges for motivation system in the local government
- ii. Strategies for improving motivation factors for the organization performance
- iii. The relationship between intrinsic and extrinsic motivation factors for organization performance

## REFERENCES

- Aleck, P. A. (2019). Effect of Staff Retention in Delivery of Quality Research Service in Public Research Institutions: A Case of Tanzania Fisheries Research Institute. Unpublished master dissertation, Dar es Salaam. The Open University of Tanzania, Dar es Salaam, Tanzania.
- Alshmemri, M., Shahwan-Akl, L. & Maude, P. (2017). Herzberg's two-factor theory. *Life Science Journal*, 14(5), 12-16.
- Antwi, J. (2019). *Pre-service management teacher's motivation to teach*. University of Cape Coast.
- Ashraf, N., & Bandiera, O. (2018). Social incentives in organizations. *Annual Review of Economics*, 10, 439-463.
- Baljoon, R. A., Banjar, H. E., & Banakhar, M. A. (2018). Nurses' work motivation and the factors affecting It: A scoping review. *International Journal of Nursing & Clinical Practices*, 5(1), 277.
- Başkarada, S., & Koronios, A. (2018). A philosophical discussion of qualitative, quantitative, and mixed methods research in social science. *Qualitative Research Journal*.
- Bektaş, Ç. (2017). Explanation of intrinsic and extrinsic job satisfaction via mirror model. *Business & Management Studies: An International Journal*, 5(3), 627-639.
- Bougie, R., & Sekaran, U. (2019). *Research methods for business: A skill building approach*: John Wiley & Sons.
- Chinyuka, A. M. (2018). *Implementation of human capital management information system (HCMIS) in Local Government Authorities in Tanzania: A case of*

*Moshi District Council. Mzumbe University.*

- Diamantidis, A. D., & Chatzoglou, P. (2019). Factors affecting employee performance: an empirical approach. *International Journal of Productivity and Performance Management*, 68(1), 171-193.
- Fischer, C., Malycha, C. P., & Schafmann, E. (2019). The influence of intrinsic motivation and synergistic extrinsic motivators on creativity and innovation. *Frontiers in psychology*, 10, 137.
- Fjeldstad, O.-H., Ali, M., & Katera, L. (2019). Policy implementation under stress: Central-local government relations in property tax administration in Tanzania. *Journal of Financial Management of Property and Construction*, 24(2), 129-147.
- Hidayah Ibrahim, S. N., Suan, C. L., & Karatepe, O. M. (2019). The effects of supervisor support and self-efficacy on call center employees' work engagement and quitting intentions. *International Journal of Manpower*, 40(4), 688-703.
- Hu, X., Zhan, Y., Garden, R., Wang, M., & Shi, J. (2018). Employees' reactions to customer mistreatment: The moderating role of human resource management practices. *Work & Stress*, 32(1), 49-67.
- Ikasu, E. J. (2018). The relationship between extrinsic motivators and Local Government employee teams' Performance in Iringa Municipal Council, Tanzania. *International Journal of Research in Business and Technology* (ISSN: 2291-2118), 11(1), 96-104.
- Islami, X., Mulolli, E., & Mustafa, N. (2018). Using Management by Objectives as a performance appraisal tool for employee satisfaction. *Future Business*

*Journal*, 4(1), 94-108.

Jean, K. N., Ngui, T. K., & Robert, A. (2017). Effect of compensation strategies on employee performance: A Case Study of Mombasa Cement Limited. *International Journal of Innovative Social Sciences & Humanities Research*, 5(3), 25-42.

Johnston, M. P. (2017). Secondary data analysis: A method of which the time has come. *Qualitative and quantitative methods in libraries*, 3(3), 619-626.

Jordan, S. L., Ferris, G. R., Hochwarter, W. A., & Wright, T. A. (2019). Toward a work motivation conceptualization of grit in organizations. *Group & Organization Management*, 44(2), 320-360.

Kalogiannidis, S. (2021). Impact of employee motivation on organizational performance. A scoping review paper for public sector. *The Strategic Journal of Business & Change Management*, 8 (3), 984, 996, 3.

Kalwar, M. S., Shah, S. M. A., & Hussain, N. (2023). Role of Employee-related Factors for Employee Performance in Private Sector Banks of Sindh, Pakistan. *Pakistan Journal of Humanities and Social Sciences*, 11(2), 1617–1626-1617–1626.

Kessy, A. T. (2020). Transparency in local government finance and service delivery: The case of Mwanza City and Moshi District Councils in Tanzania. *Inkanyiso: Journal of Humanities and Social Sciences*, 12(2), 194-211.

Khalid, K., & Nawab, S. (2018). Employee participation and employee retention in view of compensation. *SAGE Open*, 8(4), 2158244018810067.

Kivunja, C., & Kuyini, A. B. (2017). Understanding and applying research paradigms in educational contexts. *International Journal of higher education*,

6(5), 26-41.

- Kumari, K., Barkat Ali, S., Un Nisa Khan, N., & Abbas, J. (2021). Examining the role of motivation and reward in employees' job performance through mediating effect of job satisfaction: An empirical evidence. *International Journal of Organizational Leadership*, 10(4), 401-420.
- Levine, C. H. (2018). Organizational decline and cutback management *Public Sector Performance* (pp. 230-249): Routledge.
- Liu, Z., Xiang, J., Luo, F., Hu, X., & Luo, P. (2022). The Study of Maslow's Hierarchy of Needs Theory in the Doctor-Nurse Integration Teaching Method on Clinical Interns. *Journal of Healthcare Engineering*, 2022.
- Lobe, B., Morgan, D., & Hoffman, K. A. (2020). Qualitative data collection in an era of social distancing. *International Journal of Qualitative Methods*, 19, 1609406920937875.
- Locke, E. A., & Schattke, K. (2019). Intrinsic and extrinsic motivation: Time for expansion and clarification. *Motivation Science*, 5(4), 277.
- Maduka, N. S., Edwards, H., Greenwood, D., Osborne, A., & Babatunde, S. O. (2018). Analysis of competencies for effective virtual team leadership in building successful organisations. *Benchmarking: An International Journal*, 25(2), 696-712.
- Mark, A. (2015). *Factors influencing teachers' motivation and job performance in Kibaha District, Tanzania*. The Open University Of Tanzania.
- Maseko, N. V. (2019). *The relationship between organisational culture, job satisfaction and turnover intention at an institution of higher education*.
- Mazher, M. A. (2022). Exploring Relationship between Intrinsic Rewards, Extrinsic

- Rewards, and Employee Performance in University Academics. *East Asian Journal of Multidisciplinary Research*, 1(11), 2691-2706.
- Melnikovas, A. (2018). Towards an Explicit Research Methodology: Adapting Research Onion Model for Futures Studies. *Journal of futures Studies*, 23(2).
- Mfinanga, A. S. (2018). *Assessing the Relationship between Employee Motivation and Employee Performance in Higher Education Regulatory Boards: A case of the Tanzania Commission for Universities*. The Open University of Tanzania.
- Mohajan, H. K. (2017). Two criteria for good measurements in research: Validity and reliability. *Annals of Spiru Haret University. Economic Series*, 17(4), 59-82.
- Mone, E., London, M., & Mone, E. M. (2018). *Employee engagement through effective performance management: A practical guide for managers*: Routledge.
- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organisations: A conceptual framework. *Journal of Cleaner Production*, 243, 118595.
- Ngwama, J. C., & Ogaga-Oghene, J. O. (2022). Leadership change and employee commitment. An empirical study of transformational and transnational leadership style in a university. *International Journal of Economic Behavior (IJEb)*, 12(1), 101-121.
- Njunwa, K. (2017). Employee's motivation in rural local governments in Tanzania: Empirical evidence from Morogoro District Council. *Journal of Public*

*Administration and Governance*, 7(4), 224-237.

- Ogbogu, C. O. (2017). The effects of motivation on staff job performance: Evidences from the Lagos State Ministry of Environment, Nigeria. *Journal of Sustainable Development*, 10(2), 183-190.
- Olivia, K. (2018). *Motivation and employee performance in public pharmaceutical sector in Uganda: A case of National Medical Stores*. Nkumba University.
- Pandey, P., & Pandey, M. M. (2021). *Research methodology tools and techniques*: Bridge Center.
- Powney, J., & Watts, M. (2018). *Interviewing in educational research*: Routledge.
- Qader, S. H., Lefebvre, V., Tatem, A. J., Pape, U., Jochem, W., Himelein, K., . . . Bengtsson, L. (2020). Using gridded population and quadtree sampling units to support survey sample design in low-income settings. *International Journal of Health Geographics*, 19, 1-16.
- Rahi, S. (2017). Research design and methods: A systematic review of research paradigms, sampling issues and instruments development. *International Journal of Economics & Management Sciences*, 6(2), 1-5.
- Roulston, K., & Choi, M. (2018). Qualitative interviews. *The SAGE handbook of qualitative data collection*, 233-249.
- Schulte, M. (2018). Adult learning degree and career pathways: allusions to Maslow's hierarchy of needs. *The Journal of Continuing Higher Education*, 66(1), 62-64.
- Stawasz, M. (2019). Employment Satisfaction and Maslow's Hierarchy of Needs Expansion Theory by the Pastoral Care. *Journal of Health Science*, 7, 375-380.



- Suta, D. D. (2020). *Human Resource Practices and Performance of Tanzania Local Governments*. The Open University of Tanzania.
- Swai, L. A., & Tiengâ, W. (2022). Relationship between working environments and employees performance in local government authorities: A case of Bahi District Council, Tanzania. *East African Journal of Management and Business Studies*, 2(4), 15-22.
- Turner, A. (2017). How does intrinsic and extrinsic motivation drive performance culture in organizations? *Cogent Education*, 4(1), 1337543.
- Yousef, D. A. (2017). Organizational commitment, job satisfaction and attitudes toward organizational change: A study in the local government. *International Journal of Public Administration*, 40(1), 77-88.

## APPENDICES

### Appendix 1: Questionnaire for Employees

This study is under the Open University of Tanzania, it was relied on the factors influencing employee motivation working in with local government authorities. A case study in Dodoma City Council. Therefore, I take this opportunity to kindly request you to participate in filling out this questionnaire. In case of this work may contain confidential information and its report could be harmful to the organization or individual, confidentiality is well assured by the University. The report was reviewed by the supervisor and examiner for examination purposes.

#### Section A: Demographic Information

Please tick (✓) appropriately:

- 1) Gender of respondent:  Male  Female
- 2) Age of the respondent:
  - i. 21 - 30 years
  - ii. 31- 40 years ( )
  - iii. 41- 50 Years
  - iv. Above 50 years
- 3) Level of education reached. Please indicate appropriately.
  - i. Secondary education
  - ii. Certificate
  - iii. Diploma ( )
  - iv. Degree holder
  - v. Master degree

4). For how long have you worked in this organization?

- i. 0-5 years
- ii. 6-10 Years
- iii. 11-15 Years ( )
- iv. 16-20 Years
- v. Above 20 years

**Section B: The extrinsic motivation system in Dodoma City Council**

5). What is the extrinsic motivation system in Dodoma City Council? In this section, each answer represents the respondent's value by ticking the number that corresponds to your view on each item on the scale below:					
	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agee</b>	<b>Strongly agree</b>
There the existence of workplace violence	1	2	3	4	5
Poor Working condition	1	2	3	4	5
Existence of underpaid	1	2	3	4	5
Lack of bonus	1	2	3	4	5
Unreasonable workload	1	2	3	4	5
Low job status	1	2	3	4	5

6. How satisfied are you with your job?

- (a) Not
- (b) Poor
- (c) Fair ( )
- (d) Well
- (e) High

7. How would you rate the extrinsic motivation existing in Dodoma City Council?

- (a) Not
- (b) Poor

(c) Fair ( )

(d) Well

(e) High

8. Does a worker's monetary motivation related to increases in local government performance?

(a) To a very large extent

(b) To large extent

(c) To some extent ( )

(d) To little extent

(e) To no extent

9. To what extent does your salary pay improve your work performance?

(f) To a very large extent

(g) To large extent

(h) To some extent ( )

(i) To little extent

(j) To no extent

10. Does the bonus provided to your employee improve the performance of the organization?

(k) To a very large extent

(l) To large extent

(m) To some extent ( )

(n) To little extent

(o) To no extent

11. Does the Promotion provided in your organization improve performance?

- (p) To a very large extent
- (q) To large extent
- (r) To some extent ( )
- (s) To little extent
- (t) To no extent

**Section C: The intrinsic motivational aspect of Dodoma City Council**

12). What are the intrinsic motivational aspects of Dodoma City Council? In this section, each answer represents the respondent's value by ticking the number that corresponds to your view on each item on the scale below:					
	<b>Strongly disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agee</b>	<b>Strongly agree</b>
Existence of Good interpersonal work relation	1	2	3	4	5
Existence of praise by the management	1	2	3	4	5
Existence of recognition	1	2	3	4	5
Existence of long working hours because of believing in the work	1	2	3	4	5
Management appreciation	1	2	3	4	5
Work stress	1	2	3	4	5

13. What might motivate you more?

- (a) Monetary reward ( )
- (b) Non-Monetary reward

14. Does good management of local government influence its performance?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

15. Does recognition of employees in the local government employees influence performance?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

16. Does the appreciation of employees in the local government employees influence performance?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

**Section D: The measures for improving employee motivation in Dodoma City Council**

17. What measures could be taken to improve employee motivation in DCC?

- (a) Good working environment
- (b) Reduced workload ( )
- (c) Increasing salary and allowances
- (d) Management appreciation of employees
- (e) Provision of thanks note
- (f) Others (please specify) .....

18. How do you rank boss-subordinate relationships at your workplace?

- (a) Not
- (b) Poor
- (c) Fair ( )
- (d) Well
- (e) High

19. How do you describe effective communication at your workplace?

- (a) Not
- (b) Poor
- (c) Fair ( )
- (d) Well
- (e) High

20 To what extent the specific baseline are established in your organization?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

21. To what extent work performance does relate to specific standards or references in your organization?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent

(e) To no extent

22. To what extent does employees' productivity relate to a specific period?

(a) To a very large extent

(b) To large extent

(c) To some extent ( )

(d) To little extent

(e) To no extent

23. To what extent a clear objective is attained in a specific period?

(a) To a very large extent

(b) To large extent

(c) To some extent ( )

(d) To little extent

(e) To no extent

24. To what extent does the survey of people who received service improve the performance of the organization?

(a) To a very large extent

(b) To large extent

(c) To some extent ( )

(d) To little extent

(e) To no extent

25. To what extent does the quality of work improve the value towards required performance?

(a) To a very large extent

(b) To large extent



- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

26. To what extent does the minimization of toxic elements relate to the performance of the organization?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

27. To what extent does monitoring of employees' behaviour relate to performance?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

28. To what extent does the amount of time applied by employees in the office improve performance?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

29. Does the existence of a specific schedule such as hours committed to a specific task

lead to a performance increase?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

30. Does an increase in performance in the organization relate to the number of hours applied to a specific task?

- (a) To a very large extent
- (b) To large extent
- (c) To some extent ( )
- (d) To little extent
- (e) To no extent

32. Mention types of motivations that you are receiving at your workplace?

.....  
.....  
.....

33. What are the most crucial challenges facing your carrier?

.....  
.....  
.....

“Thank you for your participation”