

**THE INFLUENCE OF EXTRINSIC MOTIVATION ON EMPLOYEE'S
PERFORMANCE; A CASE STUDY OF TANZANIA RURAL AND URBAN
ROADS AGENCY (TARURA) – MOROGORO**

ZUHURA RASHIDI MINDIKA

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

2023

CERTIFICATION

The undersigned certifies that she has read and hereby recommends for the acceptance by the Open University of Tanzania a dissertation entitled; “The influence of extrinsic motivation on employee’s performance in Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro” in partial fulfillment of the requirements for the award of the Master Degree of Human Resources Management of The Open University of Tanzania.

.....

Dr. Chacha Matoka

(Supervisor)

.....

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DECLARATION

I, **Zuhura Rashidi Mindika**, 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 fulfilment of the requirement for the Degree of Master of Human Resource Management.

.....

Signature

.....

Date

DEDICATION

This work is dedicated to my lovely Family for moral support during the entire time of my studies.

ACKNOWLEDGEMENTS

I am honored to thank God, the Almighty for His protection, direction, and grace, good health without which I would not have completed this research. Thanks and glory be to Him. This work is the product of contributions from different individuals that played a vital role in giving me direction, encouragement, support, and contributing ideas, opinions, and inspirations that made the completion of this possible.

I extend my appreciation to my supervisor Dr. Chacha Matoka, who tirelessly read my work, provided me with helpful and constructive criticisms, and persistently pushed me throughout the process, also the management of the Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro for their guidance and support, which enabled me to accomplish the data collection and their permission to conduct this study. I would like also to thank all my fellow students for their cooperation and support during my studies at the Open University of Tanzania. My heartfelt gratitude is deserved to all of them for their moral support and encouragement. It is not easy as to list all, as a space is not enough. I am forever grateful to everyone who participated in one way or another in accomplishing this dissertation.

The completion of this work was possible due to the assistance, encouragement and prayers from my family members, whose selfless support, love, and support have been my main inspiration. Their continued encouragement was a push in times when I almost to give up. May Go, the Almighty bless you all.

However, I am taking a full responsibility for all the mistakes and errors that might be found in this work.

ABSTRACT

This study sought to examine the influence of extrinsic motivation on employee's performance in Tanzania Rural and Urban Roads Agency (TARURA) Morogoro. The study was guided by following specific objectives; to identify the effect of praise on Tanzania Rural and Urban Roads Agency employee's performance, to determine the effect of payment on Tanzania Rural and Urban Roads Agency employee's performance and to determine the effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance. The study adopted a positivist research philosophy, Quantitative approach and the case study design was used at the collection of the information at one specific point in times. The target population was 320 respondents; therefore, 80 respondents were the sample size of the study. Sampling techniques used was stratified random sampling. The questionnaires were used to collect data. The collected data were analyzed using descriptive statistics and correlation analysis. The findings revealed that personalized praise this includes features or tangible rewards that are tailored to a person's unique personality or interests. Secondly it was found that payment is the good for all the efforts that have been made by the employee. Third object it was revealed that there is a significant impact of varying punishment on employee performance. The study recommends that employees should aim to write incentive plans and present them to management during general meetings as a special agenda in the organization's performance.

Keywords: *extrinsic motivation, employee's performance, employee's, performance, motivation*

TABLE OF CONTENTS

CERTIFICATION	ii
COPYRIGHT	iii
DECLARATION.....	iv
DEDICATION.....	v
ACKNOWLEDGEMENTS.....	vi
ABSTRACT	vii
LIST OF TABLES	xiii
LIST OF FIGURES	xiv
LIST OF ABBREVIATIONS	xv
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Chapter Overview	1
1.2 Background of the study	1
1.3 Statement of the problem	4
1.4 General objective	5
1.4.1 Specific Objectives	5
1.4.2 Research question	5
1.5 The significance of the study	6
1.6 Organization of the Study	6
CHAPTER TWO	7
LITERATURE REVIEW.....	7
2.1 Chapter Overview	7
2.2 Definition of concepts.....	7

2.2.1	Praise.....	7
2.2.2	Payment.....	7
2.2.3	Punishment.....	8
2.2.4	Employee performance	8
2.3	Theoretical Literature Review	8
2.3.1	Abraham Maslow Hierarchy of Needs (Content theory).....	8
2.4	Empirical literature review	12
2.4.1	Praise motivated employee’s performance	12
2.4.2	The effect of payment on employee’s performance	15
2.4.2	The effect of punishments toward employee’s performance.....	16
2.4	Research Gap	18
2.5	Conceptual flame work.....	18
2.1	Conceptual Framework.....	19
CHAPTER THREE		18
RESEARCH METHODOLOGY		18
3.1	Chapter Overview	18
3.2	Research Philosophy.....	18
3.2.1	Positivism.....	19
3.3	Research Approach	19
3.4	Research Design and Strategy	19
3.4.1	Area of the study.....	20
3.4.2	Population of the study	20
3.4.3	Sample and Sampling Techniques.....	20
3.4.3.1	Sample size	20

3.4.3.2	Sampling Procedures	21
3.4.3.2.2	Stratified random sampling	21
3.5	Data collection tools	22
3.5.1	Questionnaires.....	23
3.6	Data analysis	23
3.7	Data cleaning and processing.....	24
3.7.1	Error Check.....	25
3.7.2.	Missing data	25
3.8	Regression assumptions	25
3.8.1	Linearity	25
3.8.2	Normality	25
3.8.3	Homoscedasticity	26
3.8.4	Multicollinearity	26
3.8	Validity	26
3.9	Reliability.....	26
3.10	Ethical Considerations	27
	CHAPTER FOUR.....	29
	FINDING AND DISCUSSION	29
4.1	Overview.....	29
4.2	Demographic Information of TARURA staffs	29
4.2.1	Age of Respondents	29
4.2.2	Gender of the Respondents	30
4.2.3	Experience of Respondents with Organization.....	30

4.3	The effect of praise on Tanzania Rural and Urban Roads Agency employee's performance	31
4.4	The effect of payment on Tanzania Rural and Urban Roads Agency employee's performance	32
4.4.1	Descriptive Statistics Results for determine the effect of payment	32
4.5	The effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance	33
4.5.1	Descriptive Statistics Results for determine the effect of punishments.....	33
4.6	Descriptive Statistics Results for Employee's performance	34
4.7	Relationship between extrinsic motivation factors and employee' performance at Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro	36
4.7.1	Assumptions of regression - Linearity assumption.....	36
4.8	Discussion of the findings.....	37
4.8.1	Descriptive Statistics Results for Determine Praise Motivation.....	37
4.8.2	Descriptive Statistics Results for determine the effect of payment	38
4.8.3	Descriptive Statistics Results for determine the effect of punishments.....	40
4.8.4	Descriptive Statistics Results for Employee's performance	42
	CHAPTER FIVE.....	43
	SUMMARY, CONCLUSION, AND RECOMMENDATIONS.....	43
5.0	Introduction.....	43
5.1	Summary of the Study	43
5.1.1	The effect of praise on Tanzania Rural and Urban Roads Agency employee's performance	44

5.1.2	The effect of payment on Tanzania Rural and Urban Roads Agency employee's performance	44
5.1.3	The effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance	45
5.1.4	Employee's performance	46
5.2	Conclusion	46
5.3	Recommendations	46
5.4	Area for Further Study	48
	REFERENCES	49
	APPENDICES	57

LIST OF TABLES

Table 3.1: Population sample	20
Table 3.2: The sample size	21
Table 3.3: Measurement of Variables	22
Table 3.4: Reliability Test.....	27
Table 4.1: Respondents Distribution by Age	30
Table 4.2: Gender of Respondents	30
Table 4.3: Respondents Distribution by Experience.....	31
Table 4.4: To Determine Praise Motivation.....	32
Table 4.5: To determine the effect of payment	33
Table 4.6: To determine the effect of punishments.....	34
Table 4.7: To determine Employee's performance.....	35
Table 4.8: Correlations test showing linearity assumption	36

LIST OF FIGURES

Figure 2.1 Maslow's model of the hierarchy of needs..... 12

LIST OF ABBREVIATIONS

HRM	Human Resources Management
MDG	Millennium Development Goals
SPPS	Statistical Package for the Social Sciences
TARURA	Tanzania Rural and Urban Roads Agency

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

The current research is set to assessing the influence of extrinsic motivation on employee's performance in Morogoro Municipality. The chapter presents the chapter overview, background of the research problem, statement of the problem, the purpose of the study and objectives of the study, the research questions, and significance of the study and the organizational of the study.

1.2 Background of the study

In today's competitive world, it is believed that the employee's team is an important part of work performance and increased productivity. Abe, (2019) revealed that Employees are said to be the true assets of an organization. If handled properly it can be a very powerful source of competitive advantage for an organization that cannot fail. If employees are not handled effectively and efficiently, they can also cause huge losses to the organization. To identify the areas of improvement needed in employee training and development as well as to preserve those different Human Resource Management practices can be effectively followed. Brown, (2016) and Siddiqui, (2017) added that many non-profit and for-profit organizations were studied which proved that HRM practices such as recruitment, selection, training and motivation development can lead to increased employee performance.

Beauchamp, (2019) identified that to maintain and manage the performance of each employee, organizations use certain procedures to follow and continuously monitor

the performance. These performance indicators will help organizations measure how effectively goals are being met with a comprehensive, well-managed system that will guide every employee and manager to a higher level of performance.

In sub-Saharan Africa study conducted by Finnegan, et al. (2018) in Ghana showed that as many practices have changed, companies are now following a reputation for performance style. In order to maintain the employee working at a high level, companies must keep them motivated. In this regard, companies evaluate and reward their performances accordingly. Goodin, (2017) highlighted formal management process for evaluating the level of employee performance is performance appraisals. The quality of the employee's performance is measured through discussion with supervisor about his performance as well as the strengths and weaknesses he/she has as well as improvements to develop his working skills.

Agbenyo, (2018) revealed that Managers need employees who can perform, because employee performance is critical to the overall success of the company. Ajuna, *et al.* (2018) argued that Leaders need to understand the important benefits of employee performance so they can develop consistent and objective methods of evaluating employees. Doing so helps identify strengths, weaknesses and potential management gaps in the organization, although performance appraisals are often unpleasant, they help leaders determine performance levels for each employee. Alasousi, & Alajmi, (2017) founded that Managers need employees who can perform, because employee performance is critical to the overall success of the company. Al Zefeiti, & Mohamad, (2017) viewed that Leaders need to understand the important benefits of employee performance so they can develop consistent and objective methods of

evaluating employees. Doing so helps identify strengths, weaknesses and potential management gaps in the organization, although performance appraisals are often unpleasant, they help leaders determine performance levels for each employee.

Filimonov (2017) explains that extrinsic motivation is gifts that come from external sources in terms of money, promotion, recognition, job opportunities and incentives. According to Mullins (2015) and Armstrong (2016) extrinsic incentives are seen as tangible rewards in the form of wages/incentives, fringe benefits, security, promotion benefits, training opportunities, service contracts and work environments that are important to motivate employees.

In East African countries it is widely accepted that the main obstacle to achieving the MDGs is the lack of a properly trained and motivated workforce and improving the retention of health workers is critical to the performance of the health system. East African countries such as Kenya need at least half a million more workers to provide basic services in line with the MDGs (WHO, 2016).

The government of Tanzania also has seen the importance of employee motivation in attaining organizational goals. To ensure this, the Tanzania Public Service Pay and Incentives Policy were introduced to compensate employees, to motivate them to perform well. According to Tanzania Public Service Pay and Incentive, (2017) show the public service is supposed to compensate, motivate and retain workers for the good performance of its organization or institution. But inadequacy incentives resources lead to the question on the influence of extrinsic motivation on employee's performance in Tanzania specifically in Tanzania Rural and Urban Roads Agency (TARURA). This study will use The Expectancy Theory proposed by Vroom in

1964. Expectancy Theory has three variables to be tested which are Expectancy, Instrumentality and Valence.

1.3 Statement of the problem

Bryman, (2015) showed that the motivation of employees is the most challenging and standout characteristics a manager should possess. There is a growing number of cases that any organization may face a tough time retaining employees because of the aggressive labour market of today and the restricted opportunities available. And there is no sign of improving either. Hackman & Oldham, (2017) assessed that the loss of employees is marked as a great loss of information, experience and aptitudes which lead to a significant financial effect and cost to an organization including the impact on the need of the customers. Managers having strong motivational technique assist the organization by enhancing employee retention.

Abedi, (2022) showed that in the process of dealing with human resource management, Motivation has been defined as: the psychological process that gives behavior purpose and direction; whereby organization faces a variety of problems such as poor performance, conflict, absenteeism, labour turnover, laziness, early retirement, that need the proper way of handling such problems.

Based on Al Zefeiti, & Mohamad, (2017), Filimonov (2017), Armstrong (2016), Bryman, (2015) and Abedi, (2022) circumstance this study was intended to assess the influence of extrinsic motivation on employee's performance with the effects from the performance of organization, more specifically in the public organization sector. It also was described in what manner motivation impacts on the performance

of employees along with the good strategies of motivation for achieving organizational goal.

1.4 General objective

The general objective of this study is to examine the influence of extrinsic motivation on employee's performance at the Tanzania Rural and Urban Roads Agency (TARURA).

1.4.1 Specific Objectives

- (i) To determine the effect of praise and Tanzania Rural and Urban Roads Agency employee's performance
- (ii) To determine the effect of payment and Tanzania Rural and Urban Roads Agency employee's performance
- (iii) To determine the effect of punishments and Tanzania Rural and Urban Roads Agency employee's performance

1.4.2 Research question

- (i) What is the effect of praise on Tanzania Rural and Urban Roads Agency employee's performance?
- (ii) What is the effect of payment on Tanzania Rural and Urban Roads Agency employee's performance?
- (iii) What is the effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance?

1.5 The significance of the study

The study was given wide skills and knowledge concerning the significance of promoting staff extrinsic motivation and hard-working through the use of motivation incentives. Secondly, the research findings were provide useful information to different organizational stakeholders and others to be aware on types of motivation especially extrinsic that increase employees' performance. Lastly, results obtained from research findings was make positive ideas concerning the employee's performance regarding organization motivation provision, also, the study findings are providing the basis for further studies.

1.6 Organization of the Study

The study was focused on finding out the influence of extrinsic motivation on employee's performance. The aim of ignoring organization motivation is to make the study to be more specific and having adequate time in dealing with a single matter. Also was conduct from Tanzania Rural and Urban Roads Agency (TARURA) only in order to have adequate time for collecting data due to the fact that, one of the data collection tools expected to be employed is in-depth interview which was not suitable to cover the dispersed population, hence the researcher choose a single organization (TARURA) where the study population and sample was obtain. The study adopted a positivist research philosophy, Quantitative approach and the case study design was used at the collection of the information at one specific point in times. The target population was 320 respondents; therefore, 80 respondents were the sample size of the study. Sampling techniques used was stratified random sampling. The questionnaires were used to collect data from the sample size 80 respondents at

TARURA and questionnaire guide were collected data from organization staffs. The collected data were analyzed using descriptive analysis and correlation analysis with the help of IBM SPSS Statistics.

CHAPTER TWO

LITERATURE REVIEW

2.1 Chapter Overview

The chapter presents a review of literature related to the study. It explores the influence of motivation on employee's performance. It contains a theoretical literature review, empirical literature review and conceptual frameworks which were guided the study.

2.2 Definition of concepts

2.2.1 Praise

Praise is a complex social communication capable of strengthening or weakening an employee's intrinsic motivation based on a set of conceptual criteria. Praise can increase positive feelings and increase motivation (Abe, 2019). In this study praise was used to refer motivation to the employee to be more cooperative, persistent, and work hard. But some children smile in response to praise, and even those who love praise can experience negative reactions.

2.2.2 Payment

Payment is a voluntary offer of money or similar or valuable things from one party to another in exchange for goods or services provided by them or to fulfill a legal obligation. The party making the payment is usually called the payer, while the payee is the party receiving the payment (Brown, 2016). In this study Payment was used to refer the exchange of money, goods or services for goods and services in an amount acceptable to both parties and agreed in advance.

2.2.3 Punishment

Punishment is the imposition of unwanted or unpleasant consequences on a group or individual, given by authorities in contexts ranging from child discipline to criminal law as a response and deterrent to a certain action or behavior that is considered inappropriate or unacceptable. However, it is possible to distinguish between different understandings of what punishment is (Martin, 2019). In this study punishment was used to refer the infliction of punishment in response to wrongdoing, and it takes many forms.

2.2.4 Employee performance

Employee performance is defined as how well an employee fulfills their job duties and performs their required duties. It refers to the efficiency, quality, and effectiveness of their output. Performance also contributes to our assessment of how valuable an employee is to the organization. Employee performance is how the employee fulfills the responsibilities of his role, completes the required tasks and behaves in the workplace. Performance measures include quality, quantity and efficiency of work (Mahmoudi, 2022). In this study Employee performance was used to refer a process used by organizations to give employees feedback on their performance and formally document that performance.

2.3 Theoretical Literature Review

2.3.1 Abraham Maslow Hierarchy of Needs (Content theory)

Abraham Maslow's Hierarchy of Needs is one of the theories that emphasize the motivation of employees within an organization. It was created around 1943 by

Abraham Maslow to show how employees or workers can be motivated to meet their needs. Maslow believes that individual needs are arranged in a hierarchy. And so, individuals tend to satisfy lower-level needs before moving on to higher-level needs. Also, according to Maslow, need satisfaction is not motivating. According to him, leadership consists of five basic human needs that motivate people to work hard. These needs include psychological needs, safety needs, relationship needs, self-esteem and self-actualization needs. All those needs are arranged in order from the most important needs to the most luxurious needs. Maslow separated the five needs into higher and lower orders. Psychological and safety needs were described as low-level needs and social needs, esteem and self-realization as high-level needs (Robbins, 2001). High-level needs are satisfied internally while low-level needs are mostly satisfied externally.

Physiological needs are basic needs that are essential for human life; this means that a person without these needs cannot live. It includes food, shelter, clothing, air and water. These are the requirements for adequate heat, air and charge to ensure life. Maslow believes that, for a person to be motivated to another level of motivation, psychological needs must be satisfied first. In relation to this research, the academic staff strives first to fulfill these needs, so the management of the organization should find a way to provide the needs such as housing, medical insurance and basic needs to their employees. After having psychological needs, employees are motivated to meet safety needs.

Security needs include the need for safety, fair treatment; protection against dangerous enemies and job security. In the context of this study, organizational

managers can use different types of safety requirements to motivate employees. Security needs include the need for safe employment, additional benefits, job protection, a peaceful teaching and learning environment. After meeting security needs individuals will strive to meet corporate needs.

The need for affiliation means to be loved, accepted and part of a group. These are social needs where individuals need to enjoy positive and respectful relationships with other employees, a sense of belonging, love and being loved and accepted by their peers. In relation to this study, the management of the institution should make sure that it gives space to their professional staff to relate well with each other within the organization and give the employee responsibilities so that he feels that he is a part of the institution.

Self-esteem needs include the employee's need for appreciation, recognition, independence and self-respect, and respect from other employees. According to Maslow an employee needs to be appreciated for a job well done. Therefore, in the context of this study, the management of institutions, especially institutions of higher education which are the objective of this study, should ensure that every employee who does a good job, there is a need to appreciate and recognize that employee. They should also ensure that there is respect from one employee to another.

Self-actualization needs this is the highest level in Maslow's Hierarchy of Needs theory. Self-awareness includes realizing the ideal person or self-development. In the context of this study, self-awareness among academic staff in higher education institutions can reach the full position of professor, have many publications, be recognized by other universities of international status, receive advice from

government and non-government institutions and many related. Therefore, the management of the institution should realize that these people are at the highest level of motivation according to Maslow, they just need a chance to realize their full potential / success. So they should be given tasks related to their needs in order to work effectively.

Generally, Abraham Maslow's theory of needs relies heavily on extrinsic motivation for employees as most of the needs found in the theory are linked to extrinsic motivation, especially the two higher level needs. For example, in the self-esteem needs of the worker/scholars in this case they just need to be respected, recognized and appreciated. Along with that in self-awareness there is a need to provide training programs that are professional development and the need to succeed. Therefore, Maslow's theory of needs maintains that the work of professional employees must be accompanied by incentives (Praise, payment and punishment) to encourage them to continue working effectively. Therefore, it can be used to describe the phenomenon under investigation.

The main weakness of Maslow's theory is that it fails to acknowledge that humans come from different cultural and social backgrounds and that people can be motivated by intrinsic rewards. Furthermore, the success of demand cannot be measured empirically. The Abraham Maslow Hierarchy of needs is further presented in figure 2.1 below.

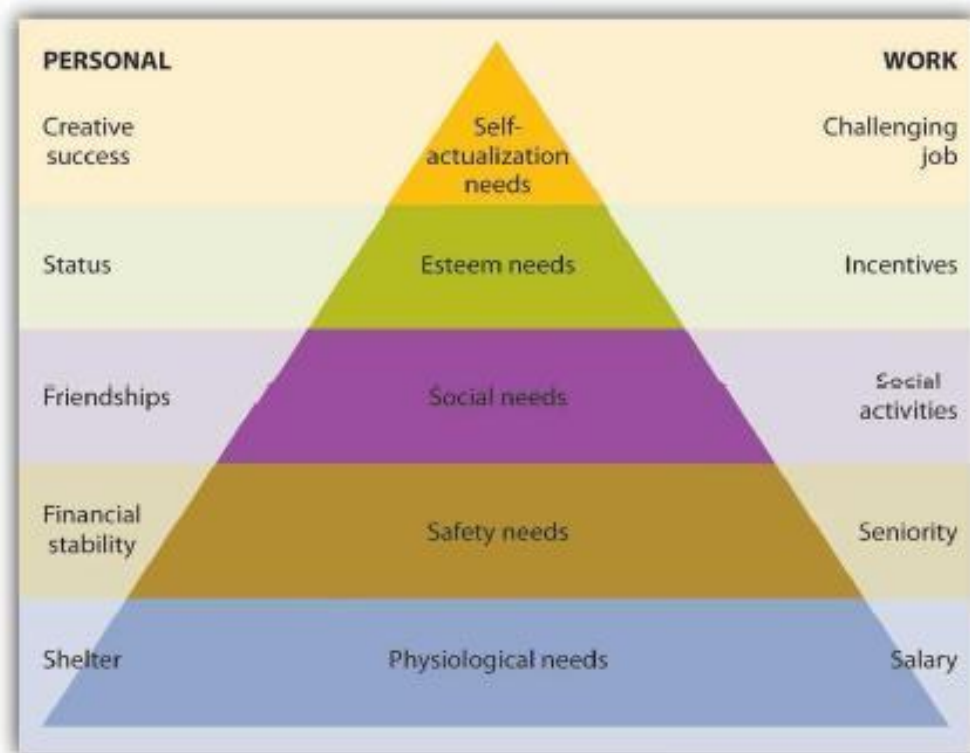


Figure 2.1 Maslow's model of the hierarchy of needs

2.4 Empirical literature review

This section presents some selected empirical studies that relate to the influence of extrinsic motivation on employee's performance conducted outside and inside Tanzania.

2.4.1 Praise motivated employee's performance

Manzoor et al. (2021) showed that natural gifts and employee performance as a mediating mechanism of employee motivation in the department of agricultural economics and management, school of public affairs in China. The main objective of this study is to analyze the effects of internal rewards on employee performance. It also considers the role of employee motivation as an intervening factor. To achieve

this objective, data has been collected through questionnaire method from small and medium enterprises. A total of 400 questionnaires were distributed to the target audience, and 300 were received. To test the hypotheses, confirmatory factor analysis and structural equation modeling have been used. The main findings of the study have shown a positive and significant effect of internal compensation on employee performance. Specifically, research shows that employee motivation significantly mediates the relationship between intrinsic rewards and employee performance. Based on the results, the implications are outlined.

Jiang, et al. (2021) conducted moderating effects of praise on individual differences in causality orientation on relationships between reward, choice, perceived competence, and intrinsic motivation in Namibia. The study used to randomly assign 103 undergraduate students to one of four conditions: reward (reward vs. no reward) × choice (choice vs. no choice). Participants were shown puzzles to solve in front of the experimenters, and were free to continue working on them once the experimenters left the room. The study measured time spent solving puzzles when participants were free to choose other activities, and used self-reported perceptions of work enjoyment as an index of intrinsic motivation. The study also measured perceived competence as a mediator. Job satisfaction was not affected by rewards for participants with a high autonomy orientation, but it decreased significantly for participants with a low autonomy orientation. Choice over role increased perceived competence in participants with high autonomy orientation, but decreased perceived competence in the case of low autonomy orientation. The study found no significant effects on time spent on puzzles. The present study contributes to the current understanding of the causes of performance differences in various settings.

Orockakwa, (2018) conducted a study on effects of reward on employee performance in Limbe - Cameroon. Research has revealed that Human Resources form one of the most important resources of any organization and a good compensation system will help employees in the organization effectively and efficiently. Study used a designed questionnaire was used to collect data from one hundred and twenty (120) participants through a random sampling method and the data was analyzed by regression analysis. The results showed that pay dimensions collectively predict employee performance. Therefore, the recommendations given to CDC managers are that they should use intrinsic and extrinsic rewards to motivate employees so that personal and organizational goals can be achieved.

Hokororo, (2020) conducted study on the effect of reward system on employee performance in public organization in Tanzania. Study used probability sampling procedures to select a sample size of 170 respondents from the Department of Administration and Human Resources of Rombo District Council in Kilimanjaro region. Data were collected using structured questionnaires. The created questionnaire, which was tested, and the reliability coefficient was 0.81. survey data were analyzed descriptively (means and standard deviations) and descriptively (Pearson's Product Moment Correlation test and multiple regression analysis). The results of the study revealed that there is a significant and positive relationship between monetary compensation and employee performance, employee promotion and employee performance, and employee recognition and employee performance. Therefore, the study suggested that the Rombo district council put more emphasis, consider and prepare policies and plans that are understandable regarding payment of

money, promotion and recognition of employees that can lead to better performance of employees and productivity and more dedication to employees.

2.4.2 The effect of payment on employee's performance

Nagaraju and Pooja (2018) conducted study on impact of salary on employee performance empirical evidence from public and private sector in India, study used a questionnaire to collect data on reward-related factors such as salary and employee performance. This research has been done by analyzing the data collected from 150 employees working in various public and private sector banks to determine if the answers differ significantly or not. The collected data were analyzed in SPSS. Various analytical and descriptive methods were used to analyze the data. Study results found that salary has a positive effect on employee performance. There is a positive effect on employee performance. ANOVA results show that salary has an effect on employee performance salary is very important for employee performance. So it is very important for the organization as well. The purpose of this study is to measure the impact of wages on employee performance.

Omuya, (2018) conducted study on the influence of compensation and rewards on employee performance in public universities in Kenya. The research used descriptive research design which allows the researcher to achieve greater control over the research and improve the validity of the research by investigating the research problem. The target population included all HR staff in the selected public universities with a sample of 125 HR staff. The results of the study showed that most of the respondents were not sure that recruitment and selection as an HRM process has contributed to the performance of employees in public universities in Kenya. The

results also showed that most of the respondents agreed or strongly agreed that staff training has contributed to staff performance in public universities in Kenya. It was also found that most respondents agreed or strongly agreed that good compensation and rewards contributed to employee performance. The study recommends that public universities adhere to all the guidelines outlined in the Public Service Regulations to enhance the performance and productivity of employees.

Chiwanga, (2021) conducted study on effect of compensation on employee's performance in public health sector in Tanzania. The research method adopted was quantitative. The population included 240 public health workers in Mbulu town council. A sample size of 150 participants was selected using systematic random sampling. Data were collected using structured questionnaires. Data were analyzed using descriptive statistics and simple linear regression analysis. Findings from the study revealed that there is a moderate positive relationship between compensation and employee performance. The main conclusion drawn from the study addressed that compensation is an important tool to improve employee performance. It was suggested that the government and other stakeholders adjust the existing salary levels, also the organization should consider the laws and regulations when dealing with staff issues, on the organization they were advised to recognize the best performers. In relation to that equality should be considered in the distribution of external and internal gifts.

2.4.2 The effect of punishments toward employee's performance

Frimayasa, et al. (2021) did study on effect of reward and punishment on employee performance in Indonesia. Study used is quantitative. Data was collected by

distributing questionnaires to 51 respondents to employees. Study results showed that the Reward variable had a positive and significant effect on the Employee Performance and the Punishment had a positive and significant effect on the Employee Performance variable through t test (partial test) with the value of the Reward variable coefficient. study concluded that the t-count and the significant value and the value of the Punishment coefficient, so it can be concluded that the significant value of the calculation result of adjusted shows that employee performance can be influenced by Reward and Punishment.

Juhdi, et al. (2018) did study on the effect of reinforcement and punishment on employee performance in Uganda. There is a direct reciprocal relationship between the employee and the organization. The employee behavior is very important for any organization whose culture greatly influences the former. Juhdi, et al. (2018) examines the behavioral theories and modern theories that aim at motivating the employee to increase his performance by reinforcements and punishments. Based on the study, an attempt has been made to deeply explore the internal and external factors influencing employee's behavior. Firstly, a case study of external factors on employee behavior has been studied considering the behavioral theory. Secondly case studies of internal factors on employee behavior have been studied considering modern theory and rejecting the behavioral theory. The results of this investigation from both the cases portray that reinforcement and punishment significantly influence motivation, values, decision making, tackling conflicts and overall performance of the employee.

Kajonga, (2019) did study on determinants of employees' violation of disciplinary rules in public sectors in Tanzania. Study was designed by using a descriptive method. The study finds show that all workers have a right to be informed what the rules are and why they should be obeyed, the organization's structure of justice should clearly determine the penalties, and all managers have the responsibility to demand the compliance to rules from their subordinates. National Insurance Corporation they have to make the rules open to the employees especially those of lower level.

2.4 Research Gap

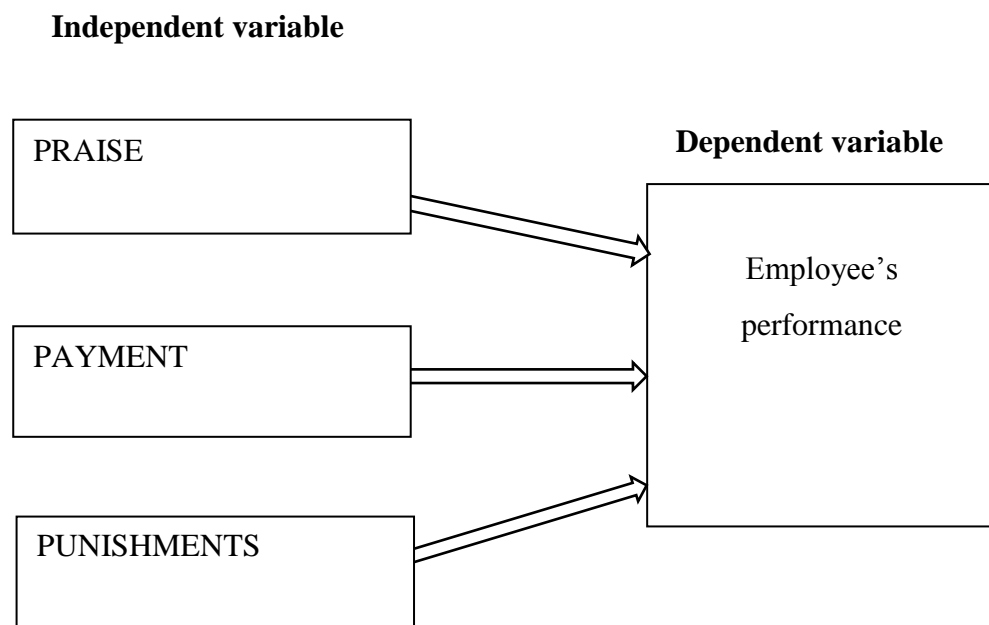
From the theoretical and empirical reviews attended shows that, much focus and attention were on impact of the incentive motivation, whereby the question of influence of extrinsic motivation on employee's performance remained with less attention. Studies by Hackman & Bryman, (2015), Oldham, (2017) and Abedi, (2022) shows that little attempt has dared to unveil the impact of intrinsic and extrinsic motivation in organization.

However, there was no study yet conducted at Tanzania Rural and Urban Roads Agency (TARURA), Morogoro Municipal on influence of extrinsic motivation. Thus, the study was planned to fill this research gap and to come up with the solution that was make the employees motivated through extrinsic.

2.5 Conceptual flame work

A conceptual framework is a model of presentation through which the researcher represents the relationship between variables in the study graphically or

diagrammatically. This study adopted a conceptual framework derived from the reviewed literature on the influence of extrinsic motivation on employee's performance. The framework is presented as per research objectives. The diagrammatical representation of the conceptual framework is presented in figure 2.1 below;



2.1 Conceptual Framework

Source: Researcher's Own Reflection of Reviewed Literature

The first objective underscores to determine praise motivated employee's performance. The reviewed literature revealed provides the kind of positive experience or 'lift' that can increase employees' morale, motivation and participation, and renew their commitment to their manager and the organization. The second objective determined the effect of payment on employee's performance. It was revealed that wealth, power or survival. Lastly, the third objective to determine the

effect of punishments toward employee's performance, It was revealed that achieved a goal, performed well, or exhibited a behavior that is worth awarding.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Chapter Overview

This chapter presents the research methodology that a researcher was use to conduct this study. Specifically, it presents the approach of the study, research design, study area, population, sampling procedure and sample size, data collection methods, validation of research instruments, data analysis procedures and ethical consideration.

3.2 Research Philosophy

The method that helps determine how data should be collected in research work is called research philosophy (Bryman, 2020). What is recognized as true and what should be true are two beliefs around which the philosophy of research revolves. When the researcher makes certain ideas, which are based on the research study, the ideas should be reflected in the research philosophy (Kumar, 2021). There are two types of research philosophy namely positive philosophy and philosophical philosophy. To explain the research problems from the research philosophy of the positive perspective are used, and to explain the problems from the interpretive research philosophy of the phenomenon itself is used (Becker, 2019). The philosophy of positivist research is widely used because of its objective nature by researchers conducting research today. It mainly follows the empirical investigation of the phenomenon; therefore it is very familiar. The reality that is changed in different ways is done in the philosophy of positivist research (Creswell & Clark, 2017). This study was adopted a positivist research philosophy.

3.2.1 Positivism

Positivism is an empiricist philosophical theory that holds that all genuine knowledge is either true by definition or positive meaning a posteriori fact derived by reason and logic from sensory experience (Robson, 2018). Positivism gives rise to quantitative methodology. This is methodology that involves the collection of 'scientific' data that is precise and based on measurement and is often analyzed using statistics with the intention that the findings be generalizable.

3.3 Research Approach

In this study research approach was use Quantitative approach, Quantitative approach is the method of testing objectives by determining the relationship between variables (Folde, 2016). Data collected can be numerical in form of statistics, percentages. The study employs this approach due to unique strength that made the researcher to test and validate theories already constructed, but also it allows credibility that made to establish cause and affect relationships.

3.4 Research Design and Strategy

This study employed a case study design is a type of research method that is used when one wants to get information on the current status of a person or an object. It is used to describe what is in existence in respect to conditions or variables that are found in a given situation. Case studies are used in preliminary and exploratory studies to allow the study to gather information, summarize, present and to be interpreted to follow with the need of clarification (Mitchell, 2012). The case that

was chosen in this study is Tanzania Rural and Urban Roads Agency (TARURA) in Morogoro region.

3.4.1 Area of the study

This study was conducted at Tanzania Rural and Urban Roads Agency (TARURA) in Morogoro region. The Tanzania Rural and Urban Roads Agency (TARURA) were purposively selected because the study needed to assess the influence of extrinsic motivation on employee's performance with the effects from the performance of organization, more specifically in the public organization sectors.

3.4.2 Population of the study

In this study, the target population was 320 respondents include all organizational staffs, comprised Organization manager, HRM Manager and TARURA staffs. This group was facilitated the collection of data to accomplish the research objectives on the influence of motivation on employee's performance in Tanzania.

Table 3.1: Population sample

Population sample	Number of respondents
Organization manager	5
HRM Manager	5
TARURA staffs	310
Total	320

Source: Research Data, 2023

3.4.3 Sample and Sampling Techniques

3.4.3.1 Sample size

Sample size is the number of people to be selected from the population to constitute a sample. The sample size was based on Roscoe's (1975) rule of thumb for estimating

sample size in four times the standard deviation in statistical distributions was considered. That means:

If, $1=100\%$

What is $1/4$ of a total population?

$1 = 320$

$1/4 = q$

Which is: $1 \times q = 1/4 \times 320 =$

$q = 80$

Therefore, 80 respondents were the sample size.

Table 3.2: The sample size

Sample	Number of respondents
Organization manager	1
HRM Manager	1
TARURA staffs	78
Total	80

Source: Research Data, 2023

3.4.3.2 Sampling Procedures

Sampling techniques refer to the steps or procedures that the researcher was used to obtain the participants from the given population (Kothari, 2004). This study was employed several sampling techniques including purposive and stratified random sampling techniques.

3.4.3.2.2 Stratified random sampling

Stratified random sampling entails dividing the population into subgroups, then obtaining participants who were included in the study (Cohen et al 2020). In this

study, the researcher was used 1 Organization manager, 1 HRM Manager and 78 TARURA staffs with different education level; again, the categories were based on gender. After having three categories of the respondent from HRM department, record department and accountant department, the researcher was randomly pick respondents from each category. Hence, 1 Organization manager, 1 HRM Manager and 78 TARURA staffs was included in the study. Researcher used independent variables and dependent variable. Independent variable is a variable believed to affect the dependent variable, where by dependent variable is a variable that changes in response to changes in other variables. Variables were measured by Simple Linear Regression.

Table 3.3: Measurement of Variables

Variables	Nature	Indicators
extrinsic motivation	Independent variables	Praise, payment, punishments
Employee Performance	Dependent Variable	Quality of work, cost effectiveness, increased output, time lines

Source: Mathias, (2019)

3.5 Data collection tools

Cohen (2017) defined that Data collection refers to the process of gathering specific information aimed at providing a refuting some facts. The researcher used both sources of data; that's primary and secondary due to the fact that having one source of data wouldn't provide clear and quality information to the problem. This study utilized primary data collection methods to get information from respondents. Primary data are data collected a fresh from the field for the first time and are

original in character. Therefore, the researcher used questionnaires, and interviews to collect primary data from the field.

3.5.1 Questionnaires

Structured questionnaires were used to collect data from respondents. A questionnaire is a data gathering instrument through which a subject responds to questions or statements that generally require factual information (Kothari 2004). In this study, a questionnaire method was used to obtain information from Organization manager, HRM Manager and TARURA staffs.

3.6 Data analysis

The collected data were analyzed using descriptive analysis and correlation analysis with the help of IBM SPSS Statistics. More details about the data analysis have been studied extensively in the work of Kuipers (2017). For this analysis, the questionnaire was coded before entering data on the statistical package (Saunders et al., 2009). Descriptive analysis was undertaken to obtain the summary of opinions and general understanding on various questions from respondents. Also, the researcher conducted inferential statistics analysis in a form of correlation to determine the direction and strength of the relationship between independent and dependent variables.

Furthermore, the researcher determined the relationship and contribution of each independent variable to the dependent variables as a prediction by the use of multiple linear regression analysis. The multiple linear regression analysis used to indicate the

prevailing relationship was present using the below equation. Multiple regression analysis was conducted while considering all assumptions including normality of data and absence of multicollinearity problems where variables were not closely related to each other. The multiple regression analysis helps the researcher to identify the outliers of the model. The regression equation is hereby presented below:-

$$Y = B_0 + b_1X_1 + b_2X_2 + b_3X_3 + \varepsilon$$

Where

Y= Dependent variable - Employee's performance

B₀= Constant

X₁= Garnering praise and approval

X₂= Staffs external goal

X₃= Promised an award or payment

b₁= Regression coefficient of Garnering praise and approval

b₂= Regression coefficient of Staffs external goal

b₃= Regression coefficient of Promised an award or payment

ε = Error

3.7 Data cleaning and processing

Collected data was cleaned, coded and punched into SPSS software for analysis. Descriptive analysis (frequencies, standard deviation and percentages) was performed for objective one and two, and regression analysis was performed for objective three to ascertain the relationships between the dependent variable (Employee's performance) and independent variables specifically in assessing influence of extrinsic motivation on employee's performance in Morogoro district.

3.7.1 Error Check

The term "error" is used to describe the same concept in measurement. It is unfortunate that the word, "error" is a common scientific term because there are usually no errors or mistakes in making a measurement. Frequently, uncertainty is governed by inherent errors or differences in what is being measured (Aboumatar, 2018). In this study was ensured error check to avoid error of information.

3.7.2. Missing data

Missing data is defined as the value of data not retained for changes in the study of interest. The problem of missing data is common in almost all research and can have a significant impact on the conclusions that can be drawn from the data (Graham 2019). This study was handling missing data to avoid incompleteness information.

3.8 regression assumptions

3.8.1 Linearity

The fact of relating a series of events or thoughts in which one person directly follows another: Linearity is rare in true autobiographies. The normal narrative line is constantly distorted (Paauwe, et al. 2018).

3.8.2 Normality

Usually defined as the number of grams or molecular equivalents of solute in one liter of solution, it is the number of moles of reactive units in the compound (Paauwe, et al. 2018).

3.8.3 Homoscedasticity

Homoscedasticity is the assumption of equal or equal variance in different compared groups. This is an important concept for parametric statistical tests because it is sensitive to any differences. Unequal differences in samples lead to biased and skewed test results (Pfeffer, 2020).

3.8.4 Multicollinearity

Multicollinearity is a statistical concept where several independent variables in a model are correlated. Two variables are considered to be perfectly collinear if their correlation coefficient is ± 1.0 . Multicollinearity between independent variables was led to unreliable statistical inferences (Harris, et al. 2019).

3.8 Validity

Johnson & Christensen (2022) identified that Validity is the degree to which a study precisely reflects the specific thought that the instruments intended to measure. To ensure the validity of the instrument used, the researcher was presented the instruments and tools to the supervisor for some modifications before applied in the field. Research instruments are considered to be valid only when they allow meaningful and defensible conclusions.

3.9 Reliability

The reliability of a study aims to explore the extent to which the research work is consistent over time when different methods and researchers test the degree of accuracy. Also, it addresses the level of free from random error of the study under investigation (Van Aken & Andriessen, 2011). Ensuring reliability of data helps to

increase the quality of the study findings and therefore, testing the reliability of the data before proceeding with further analysis was an inevitable step. The reliability of this study was ensured by the use of Cronbach's Alpha test. According to Pallant (2010) states that reliability of internal consistency of results is tested through Cronbach's Alpha test where the value of > 0.7 implies that the data obtained from the questionnaire is reliable. The table below indicates reliability test results.

Table 3.4: Reliability Test

S/N	Variable	No of items	Cronbach's alpha test
1	Praise	4	.947
2	payment	4	.927
3	punishments	4	.854
4	Employee's performance	4	.933

Source: Field Data (2023)

3.10 Ethical Considerations

The research was observed all essential rules and procedures to observe cultural values, ethics and human right of all participants involved in the study. Hence it may help the researcher to protect respondents from stress, harm, or any danger (Best & Khan, 2006). The researcher was obtaining research clearance letters, confidentiality, informed consent and privacy.

The researcher was prepared letters for research clearance to be obtaining from the Open University of Tanzania. After obtaining a clearance letter, the researcher was obtained permission from Morogoro Regional Administrative Secretary to get

approval to conduct the study at Tanzania Rural and Urban Roads Agency (TARURA).

The researcher was assured the respondents' that the data obtain was used for only academic purposes. The researcher was assured respondents that no participants are document by their names in the research report, only acronyms was used to represent them. Then all records and pictures were taken with their respondents' permission and not otherwise. Their security was observed and they were not forced to fill out the questionnaire or be interviewed.

The researcher was informed respondents of the reasonable description of the research topic, purpose, and objectives of the study (Kothari, 2004). This was help respondents or participants to understand the aim and significance of the study and the effectiveness of the interview. Respondents were informed that involvement in the study is under their willingness so whenever they want to withdraw they are allowed.

CHAPTER FOUR

FINDING AND DISCUSSION

4.1 Overview

This chapter presents and discusses the findings accordingly based on the major study themes. This study firstly begins by presenting the demographic information of middle staff employees. Secondly, it presents the effect of praise on Tanzania Rural and Urban Roads Agency employee's performance. Third it presents the effect of payment on Tanzania Rural and Urban Roads Agency employee's performance. Last, it presents the effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance.

4.2 Demographic Information of TARURA staffs

This section presents respondents in terms of demographic information such as gender, age, level of education, and experience working with the organization.

4.2.1 Age of Respondents

The findings present the respondents' distribution by age. As shown in Table 4.1 about 16 (20%) had aged between 18-25 years, followed by 37 (46%) had an age between 26-35 years, while about 19 (23.7%) had age group between 36-45 years and a small proportion 8 (10%) had to age group 46-60 years.

These findings indicate that the TARURA is an active age group motivational factor which will affect the performance of TARURA adversely. Employee motivational factor is an issue demanded by the active age group for the employees performance.

Table 4.1: Respondents Distribution by Age

Category	Frequency	Percent	Mean	Std. Deviation
18-25	16	20	2.23	.88
26-35	37	46		
36-45	19	23.7		
46-60	8	10		
60 and above	-	-		
Total	80	100.0		

Source: Researcher, 2023

4.2.2 Gender of the Respondents

Findings in Table 4.2 present the respondents' distribution by gender. More than half 51 (63.7%) of respondents are Female, compared to 29 (36.2%) of respondents are male. These findings show that number of females was high compared to the male counterpart. This indicates the existence of gender imbalance, this study has no special gender issues, thus this gender imbalance provides no harm in the study findings. This implies that still in workplaces females are more eager than males.

Table 4.2: Gender of Respondents

Category	Frequency	Percent	Mean	Std. Deviation
Male	29	36.2	1.63	.48
Female	51	63.7		
Total	80	100.0		

Source: Researcher, 2023

4.2.3 Experience of Respondents with Organization

Findings in Table 4.3 presents the respondent distribution by experience level, a large proportion 11 (13.7%) had the experience of 0-4 years, compared to 24 (30%)

who had the experience of 5-9 years, and about 45 (56%) had the experience of 10 and above years respectively.

These findings imply that motivational factor which could adequately promote job performance could not be limited to experience owned by TARURA employees, they have adequate experience and worthy to be motivated.

Table 4.3: Respondents Distribution by Experience

Category	Frequency	Percent	Mean	Std. Deviation
0-4 years	11	13.7	2.55	.72
5-9 years	24	30		
10 and above	45	56		
Total	80	100.0		

Source: Researcher, 2023

4.3 The effect of praise on Tanzania Rural and Urban Roads Agency employee's performance

4.3.1 Descriptive Statistics Results for Determine Praise Motivation

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of purpose scale (Table 4.4). The results show that I will always prefer to garnering praise or approval if it is available scored the highest scored the highest ($M = 2.66$, $S.D. = .47$) followed by I believe using approval motivation increases my effectiveness and performance scored the highest ($M = 2.56$, $S.D. = .76$). The lowest measurement scale on to determine Praise Motivation was the statement which stated that I believe using garnering praise motivation increases my efficiency and productivity ($M = 1.93$, $SD = .71$) followed by Garnering praise is

considered to be advantageous as compared to approval motivation ($M = 1.33$, $SD = .95$).

Table 4.4: To Determine Praise Motivation

Descriptive Statistics					
Item	N	Minimum	Maximum	Mean	Std. Deviation
I find approval motivation very useful for performance management in organization	80	1.00	3.00	2.20	.97
Garnering praise is considered to be advantageous as compared to approval motivation	80	1.00	4.00	1.33	.95
I will always prefer to garnering praise or approval if it is available	80	2.00	3.00	2.66	.47
I believe using garnering praise motivation increases my efficiency and productivity	80	1.00	5.00	1.93	.71
I believe using approval motivation increases my effectiveness and performance	80	2.0	4.0	2.56	.76

N= 80

Source: Researcher, 2023

4.4 The effect of payment on Tanzania Rural and Urban Roads Agency employee's performance

4.4.1 Descriptive Statistics Results for determine the effect of payment

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of purpose scale (Table 4.5). The results show that I find it challenging to lack motivation when I don't have overtime money scored the highest ($M = 2.35$, $SD = .98$) followed by the promise of payment makes me doubly

hard at work scored the highest ($M = 4.20$, $SD = 1.02$). The lowest measurement scale on To determine the effect of payment was the statement which stated that I am ready to sacrifice myself so that I can get the best employee of the month award ($M = 1.61$, $S.D. = .49$) followed by I get hate from my co-workers if I win the employee of the month award ($M = 1.80$, $SD = .97$).

Table 4.5: To determine the effect of payment

Descriptive Statistics					
Item	N	Minimum	Maximum	Mean	Std. Deviation
I find it challenging to lack motivation when I don't have overtime money	80	1.00	1.00	2.35	.98
The promise of payment makes me doubly hard at work	80	2.00	5.00	4.20	1.02
I work overtime to get extra payment	80	1.00	4.00	2.33	1.32
I am ready to sacrifice myself so that I can get the best employee of the month award	80	2.00	1.00	1.61	.49
I get hate from my co-workers if I win the employee of the month award	80	1.00	3.00	1.80	.97

N= 80

Source: Researcher, 2023

4.5 The effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance

4.5.1 Descriptive Statistics Results for determine the effect of punishments

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of purpose scale (Table 4.6). The results show that

Punishment within the institution raises the working conditions scored the highest ($M = 3.16$, $SD = 1.47$), followed by I am afraid of getting punished so I work hard scored the highest ($M = 2.95$, $SD = .21$) and followed by I get the respect of the job because of the punishment scored the highest ($M = 2.72$, $SD = .96$). The lowest measurement scale on to determine the effect of punishments was the statement which stated that I am ready to sacrifice myself so that hate punishments at work ($M = 1.20$, $S.D. = .60$).

Table 4.6: To determine the effect of punishments

Descriptive Statistics					
Item	N	Minimum	Maximum	Mean	Std. Deviation
Punishment within the institution raises the working conditions	80	2.00	5.00	3.16	1.47
I am afraid of getting punished so I work hard	80	2.00	3.00	2.95	.21
hate punishments at work	80	1.00	3.00	1.20	.60
My organization to be successful there must be punishment	80	1.00	2.00	1.36	.48
I get the respect of the job because of the punishment	80	2.00	4.00	2.72	.96

N= 80

Source: Researcher, 2023

4.6 Descriptive Statistics Results for Employee's performance

Descriptive statistics (mean, standard deviation, minimum, and maximum scores) were computed for the effect of purpose scale (Table 4.7). The results show that How

would you rate your overall job performance compared to peers with similar experience doing the same job as you scored the highest (M = 5.00, S.D. = .00) followed by How would you rate your overall job performance compared to your similarly qualified colleagues doing the same job as you scored the highest (M = 5.00, S.D. = .00).

Table 4.7: To determine Employee's performance

Descriptive Statistics					
Item	N	Minimum	Maximum	Mean	Std. Deviation
How would you rate your overall job performance compared to peers with similar experience doing the same job as you?	80	5.00	5.00	5.00	.00
How would you rate your overall job performance compared to your similarly qualified colleagues doing the same job as you?	80	5.00	5.00	5.00	.00
How would you rate the quality of your work compared to that of your colleagues doing the same work as you?	80	3.00	4.00	3.63	.48
How would you rate your level of productivity compared to that of your colleagues doing the same job as you?	80	3.00	5.00	4.05	.31

N= 80

Source: Researcher, 2023

4.7 Relationship between extrinsic motivation factors and employee' performance at Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro

Linear regression was employed to analyse the relationship between extrinsic motivation factors and employee performance. This type of analysis requires meeting assumptions before its experiment. Assumptions checked were linearity in order to affirm the results of the regression.

4.7.1 Assumptions of regression - Linearity assumption

This assumption requires the relationship between dependent and independent variables should be nature in linear. Pearson's correlation was used to check this assumption. The results show that, employee performance has a positive linear relationship with all independent variables ($p < .000$). Also, the relationship between the variable was strong positive such that, Praise, $r(80) = .44$, Payment, $r(80) = .57$ and Punishments, $r(80) = .63$ as demonstrated on Table 4.8.

Table 4.8: Correlations test showing linearity assumption

	Praise	Payment	Punishments
Praise	1		
	162		
Payment	.730**	1	
	.000		
	162	162	
Punishments	.132	.220**	.775**
	.093	.005	.000
	162	162	162
Employee' Performance	.440**	.570**	.681**
	.000	.000	.000
N	80	80	80

** . Correlation is significant at the 0.01 level (2-tailed).

4.8 Discussion of the findings

The study sought to determine the influence of extrinsic motivation on employee's performance at Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro Tanzania. Descriptive statistics was used to analyze data with Pearson coefficient correlation analysis. Focusing on the study objectives, the discussion elaborates the findings information as generated from data analysis and compares or contrasts the current findings with what has been found out in previous related studies. Contributions of each finding are shown. By doing so, it helps to clear and in-depth understanding of the influence of extrinsic motivation on employee's performance.

4.8.1 Descriptive Statistics Results for Determine Praise Motivation

Table 4.4 shows that the sub-items of I will always prefer to garnering praise or approval if it is available ($M = 2.66$, $S.D. = .47$) followed by I believe using approval motivation increases my effectiveness and performance ($M = 2.56$, $S.D. = .76$) considered by the respondents to be extrinsic motivation on employee's performance. Washakowski, (2015) stated that there is a positive relationship between autonomy and work motivation and also a positive relationship between praise and work motivation. Again the study takes a general view of how motivation can be used to improve workers' performance.

Bearth, (2015) surveys show that more than 50% of managers believe they do a "good job" of recognizing and rewarding their employees. Unfortunately, only a small percentage of their employees agree with them. Personalized Praise this includes features or tangible rewards that are tailored to a person's unique personality

or interests. Employees really appreciate this type of recognition because praise cannot be personalized unless someone takes the time to get to know them.

Washakowski, (2015) found that in fact there was a significant relationship between garnering praise moderating the effect of autonomy on work motivation. The study revealed that it is obvious that reputation has a greater role in the level of work motivation that employees have. This is something that managers should consider when creating high levels of garnering praise motivation in their organization.

In line with Smith and Flenning (2017) conducted a study that investigated Approval motivation is defined as the desire to give positive feedback to others and the motivation to gain the approval of others as well as the desire to avoid rejection. The study has shown that an individual's level of approval motivation can be used to predict how he or she will react to the expectations or influence of others. The relationship between subjects' need for approval and their susceptibility to the unintended subtle influence of biased experimenters, found that people with a high need for approval changed their behavior in the direction of the experimenter's expectations, while those in the low motivation group did not.

4.8.2 Descriptive Statistics Results for determine the effect of payment

Table 4.5 shows that the sub-items of I find it challenging to lack motivation when I don't have overtime money ($M = 2.35$, $SD = .98$) and the promise of payment makes me doubly hard at work ($M = 4.20$, $SD = 1.02$). The study revealed that payment is the good for all the efforts that have been made by the employee. So it is a motivating factor for the employee to improve their performance. Therefore theory of wages used in many institutions to raise employee's performance.

The sub-item of I find it challenging to lack motivation when I don't have overtime money ($M = 2.35$, $SD = .98$) was agreed as the influence of extrinsic motivation on employee's performance. Eneh, (2021) was found that the overtime allowance has a significant relationship with the organization of employees in companies. The study suggested that companies should increase their efforts to ensure that workers are given what they deserve, especially overtime allowance, without delay. They should seriously consider overtime allowance as an important aspect of external pay that affects the employee's routine.

The sub-item of the promise of payment makes me doubly hard at work ($M = 4.20$, $SD = 1.02$) was also considered by the respondents to be extrinsic motivation on employee's performance. Sami (2017) the results show that payment motivation has a significant impact on employee performance. Therefore increased employee payment motivation will lead to better performance. However, pay does not affect employee performance. This study revealed that the use of incentive pay in many companies has been considered as a stimulus to motivate and increase employee performance. In order to compete effectively in the market, many organizations set up a plan to pay and reward employees who perform more than expected.

However, the respondents were of the contrary opinion on the sub items of I am ready to sacrifice myself so that I can get the best employee of the month award ($M = 1.61$, $S.D. = .49$). Study shown that employees are not willing to work beyond the set limit just so they can get the motivation of a better employee, There are several criteria set in order to find the best employee of the month. The following are some of the things to consider when making a checklist for the best employee of the

month: Relationships with Others, Attitude-Application to Work, Success, Judgment, Reliability, Attitude, Cooperation, Ability to Learn, Quality of Work, Serves Customers / Customers, Works with Diversity, Integrity, Discipline, Attendance and Negotiation/Problem Solving Ability.

Also, the respondents were of the contrary opinion on the sub items of I get hate from my co-workers if I win the employee of the month award ($M = 1.80$, $SD = .97$), that there is no hatred from other employees if the employee commits himself to get the motivation of the best employee of the month.

4.8.3 Descriptive Statistics Results for determine the effect of punishments

Table 4.6 shows that the sub-items of Punishment within the institution raises the working conditions ($M = 3.16$, $SD = 1.47$), I am afraid of getting punished so I work hard ($M = 2.95$, $SD = .21$) and I get the respect of the job because of the punishment ($M = 2.72$, $SD = .96$). Bear, et al. (2017) revealed that punishment is given so that criminals are deterred and do not repeat it. Punishment aims to maintain the applicable rules and provide training to offenders. Punishment is a form of motivation if it is given properly and wisely according to the applicable rules. This study revealed that there is a significant impact of varying punishment on employee performance. The difference in punishment has 3 indicators, namely light punishment, moderate punishment and severe punishment.

The sub-item of Punishment within the institution raises the working conditions ($M = 3.16$, $SD = 1.47$) was agreed as the influence of extrinsic motivation on employee's performance. Cannizzaro, et al. (2017) showed that punishment often has the immediate effect of correcting an employee's bad behavior, but also the long-term

effects on the employee's behavior usually outweigh the short-term benefits. Although disciplining an employee shows his behavior is not acceptable, the way the punishment is given can affect his behavior at work and can damage the business.

The sub-item of I am afraid of getting punished so I work hard ($M = 2.95$, $SD = .21$), was also considered by the respondents to be extrinsic motivation on employee's performance. Emeka, et al. (2018) found that punishment does not cause direct hostility from the employee, but he may act in ways aimed at harming the organization's services in retaliation for the punishment, especially if it is used repeatedly. A disciplined employee who is angry may hinder service goals by doing the least amount of work necessary to maintain his job or by failing to point out obvious problems and instructions from management. An employer will not see the full working capacity of an employee who is angry or frustrated by punishment and sees management as an enemy.

The sub-item of I get the respect of the job because of the punishment ($M = 2.72$, $SD = .96$) was also considered by the respondents to be extrinsic motivation on employee's performance. Gain, & Watanabe, (2017) found that the punished employee sometimes decides to hide bad behavior and even hide other behavior or skills because of the fear of further punishment. Anxiety because of fear destroys his motivation, motivation and sometimes his ability to do his job. For example, an employee who is punished for being late may start sneaking in or trying to hide his lateness, causing a stressful shift and affecting his work for the day.

Mulki, & Wilkinson, (2017) showed that an employer cannot force ideas and creativity from employees, but good work habits encourage new ways of thinking. However, punishment discourages employees and hinders efforts to create or maintain a creative work environment. This study revealed that an employee facing punishment often sees no reason to go beyond normal duties for a variety of personal reasons, including anger at the way he is treated and the belief that his work contributions are irrelevant to the employer or management. He may not focus on work goals if he is preoccupied with avoiding further disciplinary action.

4.8.4 Descriptive Statistics Results for Employee's performance

Table 4.7 shows the sub-items of how would you rate your overall job performance compared to peers with similar experience doing the same job as you? (M = 5.00, S.D. = .00), How would you rate your overall job performance compared to your similarly qualified colleagues doing the same job as you? (M = 5.00, S.D. = .00). Houston, (2020) found that employee performance management is a consistent and strategic approach to maintaining a high performance culture within an organization. Its purpose is to bring out the best in every employee and align it with the long-term vision and mission of the organization. This study revealed that it is important to note that there are no specific performance evaluation criteria. They may vary from one company to another depending on their organizational guidelines and culture. However, certain characteristics remain common and are followed by every company. Some examples are behavioral characteristics, knowledge and level of competence, efficiency and willingness to learn.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.0 Introduction

This chapter is based on the summarization of research findings, conclusion recommendations and area for further research study, the recommendations of the research findings which help to the influence of extrinsic motivation on employee's performance in Tanzania.

5.1 Summary of the Study

The study aimed to determine the influence of extrinsic motivation on employee's performance in Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro. The study was guided by one theory Abraham Maslow Hierarchy of Needs (Content theory) was developed around 1943 by Abraham Maslow. A case study design and Quantitative approach was used in this study.

The methods used to generate and collect primary data were questionnaire methods were employed to 80 Organization manager, HRM Manager and TARURA staffs, while the secondary data were collected by reviewing the professional documents, books, journal articles, reports and internet-based materials. The researcher was used Statistical Package for Social Science SPSS to analyses the quantitative data. Furthermore, the ethical considerations that were observed enabled each study participant to be free and have full participation during the study. The summary of the major findings is indicated below.

5.1.1 The effect of praise on Tanzania Rural and Urban Roads Agency employee's performance

The study in this objective revealed that personalized praise this includes features or tangible rewards that are tailored to a person's unique personality or interests. Employees really appreciate this type of recognition because praise cannot be personalized unless someone takes the time to get to know them.

The study revealed that it is obvious that reputation has a greater role in the level of work motivation that employees have. This is something that managers should consider when creating high levels of garnering praise motivation in their organization.

The study has shown that an individual's level of approval motivation can be used to predict how he or she will react to the expectations or influence of others. The relationship between subjects' need for approval and their susceptibility to the unintended subtle influence of biased experimenters, found that people with a high need for approval changed their behavior in the direction of the experimenter's expectations, while those in the low motivation group did not.

5.1.2 The effect of payment on Tanzania Rural and Urban Roads Agency employee's performance

The study in this objective the study revealed that payment is the good for all the efforts that have been made by the employee. So it is a motivating factor for the employee to improve their performance. Therefore theory of wages used in many institutions to raise employee's performance.

The study suggested that companies should increase their efforts to ensure that workers are given what they deserve, especially overtime allowance, without delay. They should seriously consider overtime allowance as an important aspect of external pay that affects the employee's routine. The study revealed that the use of incentive pay in many companies has been considered as a stimulus to motivate and increase employee performance. In order to compete effectively in the market, many organizations set up a plan to pay and reward employees who perform more than expected.

5.1.3 The effect of punishments on Tanzania Rural and Urban Roads Agency employee's performance

The study in this objective the revealed that there is a significant impact of varying punishment on employee performance, the difference in punishment has 3 indicators, namely light punishment, moderate punishment and severe punishment. A disciplined employee who is angry may hinder service goals by doing the least amount of work necessary to maintain his job or by failing to point out obvious problems and instructions from management. An employer will not see the full working capacity of an employee who is angry or frustrated by punishment and sees management as an enemy.

This study revealed that an employee facing punishment often sees no reason to go beyond normal duties for a variety of personal reasons, including anger at the way he is treated and the belief that his work contributions are irrelevant to the employer or management. He may not focus on work goals if he is preoccupied with avoiding further disciplinary action.

5.1.4 Employee's performance

This study revealed that it is important to note that there are no specific performance evaluation criteria. They may vary from one company to another depending on their organizational guidelines and culture. However, certain characteristics remain common and are followed by every company. Some examples are behavioral characteristics, knowledge and level of competence, efficiency and willingness to learn.

5.2 Conclusion

This study aimed at assessing the influence of extrinsic motivation on employee's performance in Tanzania. The results indicated that one of the most important things in the performance of an employee is to achieve goals; Successful employees meet deadlines and build brands through effective customer interactions. Effective employees get things right the first time. Furthermore, the study highlighted some of the problems and the possible solutions that could be suitable for extrinsic motivation on employee's performance some challenges include Type of incentives motivation provided in organization, Education to leaders on the best way to give extrinsic incentives and Awareness of staffs about motivation includes extrinsic incentives.

5.3 Recommendations

Based on this study's findings, the following recommendations have been made;

The government is advised to create an extrinsic incentive system for employees to improve the performance of the organization easily through the incentive system as a salary increase, which is required based on the economic situation to satisfy the employees. The extrinsic salary increase must be adjusted in the current salary level

according to the economic situation and keep the appropriate salary increase as an incentive. This will increase employee satisfaction with work and its settings and thus job performance. All organization leaders should perform their responsibilities in managing, monitoring and implementing appropriate incentive systems for employees to increase employee satisfaction and work. The government has the authority to set the environment and regulations to guide employers from the government and non-government as well as to improve the incentive system.

The leadership of the TARURA should focus on improving employee incentives such as salary increases and allowances; this should be negotiated according to the needs and wants of the employees under the work arrangements. The Department of Human Resources (HRD) in collaboration with senior management should design different sources of innovative funds as planned every year to increase the incentive program from all levels of the organization, intentionally to promote the ability of employees to work and thus work for more generally in the organization. This should be scheduled from the budget preparation stage without affecting other development budget activities. The essence of focusing on employee motivation is to ensure the organization's employees are the center of the organization's performance. The management should inform the employees about the salary increase in a timely manner in a reasonable time as covered by the employer against the employee contracts. As expected by the employees, this should be done regularly to avoid harm to the ability and performance of the employees. Performance is strongly associated with work efficiency, effectiveness, work ethic and the ability to work long hours.

Employees should propose a collaborative approach under the preparation of the incentive plan and management to encourage involving employees' views on the new

incentive system to increase its effectiveness in the performance of TARURA. Employees should aim to write incentive plans and present them to management during general meetings as a special agenda in the organization's performance. Similarly, employees should work more to increase the funds of the organization and give the opportunity to increase the salary and Allowance. There is no way for an organization to announce their salary increase than the best source related to the services provided to customers. Employees should ensure that the organization provides good and quality service to customers on purpose to encourage management to appreciate their abilities and potential. This will increase the desire of management and the ability to plan and allocate funds for salary increases as a motivation for more desire under this economic era.

5.4 Area for Further Study

The study was confirmed to only one selected organization in Morogoro municipality. Therefore, the data generated and collected in this field of study cannot justify the reality of the whole country or other parts. Therefore, the researcher recommends that:-

- (i) A similar study can be conducted on the Relationship between the influence of extrinsic and intrinsic motivation on employee performance in public institutions in Tanzania.
- (ii) A similar study can be conducted on the effect of payment reward and punishment on employee performance through work motivation

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APPENDICES

APPENDIX I

QUESTIONNAIRE FOR RESPONDENTS

Dear respondent,

My name is ZUHURA RASHIDI MINDIKA, Master of Human Resource Management student at The Open University of Tanzania. This Questionnaire is intended to collect information on the study of assessment of the Influence of Extrinsic Motivation on Employee's Performance at Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro. Your participation in this study is voluntary where by the data provided will be for academic research purpose. The questionnaire consists of 20 questions and it takes about 10 minutes to answer. Rate your agreement with each of the statements by using the scale **“1=strongly agree, 2=agree, 3=neutral, 4=disagree, 5=strongly disagree.”** If you do not have an opinion about the statement, leave the box blank.

Your answer and views to this questionnaire will be treated confidential and for the purpose of this research only. If you have any questions concerning this study, do not hesitate to email zuhura.mindika@yahoo.com or call +255713890911.

APPENDICES

SECTION A: PERSONAL INFORMATION (V100)

1. General Information

<p>(V101) Age</p> <p>1. 18-25</p> <p>2. 26-35</p> <p>3. 36-45</p> <p>4. 46-60</p> <p>5. 60 and above ()</p>	<p>(V102) Gender</p> <p><input type="checkbox"/> Male</p> <p><input type="checkbox"/> Female</p>
<p>(V103) What is your highest level of education?</p> <p><input type="checkbox"/> Not attended</p> <p><input type="checkbox"/> Primary education</p> <p><input type="checkbox"/> Secondary education</p> <p><input type="checkbox"/> Technical education</p> <p><input type="checkbox"/> University education</p>	<p>(104) Work experience</p> <p><input type="checkbox"/> 0-4 years</p> <p><input type="checkbox"/> 5-9 years</p> <p><input type="checkbox"/> 10 and above</p>
<p>(V105) What is your marital status?</p> <p><input type="checkbox"/> Single <input type="checkbox"/> Married <input type="checkbox"/> Divorce <input type="checkbox"/> Separated</p>	

SECTION B

1=Strongly agree, 2=Agree, 3=Neutral, 4=Disagree, 5=Strongly disagree

TO DETERMINPRAISE MOTIVATION

1. I find approval motivation very useful for performance management in organization	1	2	3	4	5
2. garnering praise is considered to be advantageous as compared to approval motivation	1	2	3	4	5
3. I will always prefer to garnering praise or approval if it is available	1	2	3	4	5
4. I believe using garnering praise motivation increases my efficiency and productivity	1	2	3	4	5
5. I believe using approval motivation increases my effectiveness and performance	1	2	3	4	5

THE EFFECT OF PAYMENT

1. I find it challenging to lack motivation when I don't have overtime money	1	2	3	4	5
2. The promise of payment makes me doubly hard at work	1	2	3	4	5
3. I work overtime to get extra payment	1	2	3	4	5
4. I am ready to sacrifice myself so that I can get the best employee of the month award	1	2	3	4	5
5. I get hate from my co-workers if I win the employee of the month award	1	2	3	4	5

THE EFFECT OF PUNISHMENTS

1. Punishment within the institution raises the working conditions	1	2	3	4	5
2. I am afraid of getting punished so I work hard	1	2	3	4	5
3. hate punishments at work	1	2	3	4	5
4. My organization to be successful there must be punishment	1	2	3	4	5
5. I get the respect of the job because of the punishment	1	2	3	4	5

EMPLOYEE'S PERFORMANCE

On the scale from 1 to 5 rate the following statements as they relate to your working performance. (1= very low, 2 = low, 3= moderate, 4= high, 5 = very high)

Issues	(1)	(2)	(3)	(4)	(5)
1. How would you rate your overall job performance compared to peers with similar experience doing the same job as you?					
2. How would you rate your overall job performance compared to your similarly qualified colleagues doing the same job as you?					
3. How would you rate the quality of your work compared to that of your colleagues doing the same work as you?					
4. How would you rate your level of productivity compared to that of your colleagues doing the same job as you?					

Thank you for your time

APPENDIX II

RESEARCH CLEARANCE



Ref. No OUT/ PG201901806

17th May, 2023

Regional Manager,
Tanzania Rural and Urban Roads Agency (TARURA),
P.O Box 6766,
MOROGORO.

Dear Manager,

RE: RESEARCH CLEARANCE FOR MS. ZUHURA RASHIDI MTANDIKA. REG NO: PG201901806

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

3. To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms. Zuhura Rashidi Mtandika, Reg. No: PG201901806**) pursuing **Master of Human Resource Management (MHRM)**. We here by grant this clearance to conduct a research titled **"The Influence of Extrinsic Motivation on Employee's Performance; A Case Study**

of Tanzania Rural and Urban Roads Agency (TARURA) – Morogoro”. She will collect her data at your office from 17th May to 30th June 2023.

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

Yours sincerely,

THE OPEN UNIVERSITY OF TANZANIA



Prof. Magreth S. Bushesha

For: **VICE CHANCELLOR**



THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE REGIONAL ADMINISTRATION AND
LOCAL GOVERNMENT
TANZANIA RURAL AND URBAN ROADS AGENCY

TANZANIA RURAL AND URBAN ROADS AGENCY
TARURA
Improved Roads For Sustainable Development
Regional Manager's
Office
P.O. BOX 6766
MOROGORO

Ref.no. AB.23/336/01/D/105

30th May 2023

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

**RE: RESEARCH CLEARANCE FOR MS. ZUHURA RASHIDI MINDIKA REG.NO:
PG201901806**

Refer to your letter with Ref. No OUT/PG201901806 dated 17/05/2023, Headed as,
**RESEARCH CLEARANCE FOR MS.ZUHURA RASHIDI MINDIKA REG NO:
PG201901806**

2. I am pleased to inform you that **Ms. Zuhura Rashidi Mindika with registration number PG201901806** is permitted to collect data at TARURA Morogoro, as from the date of this letter to 30th June 2023 as requested.
3. Kindly be informed that, the Agency will not provide any financial support to the above student in regards to this acceptance.
4. During pursuing of the Project, the student is required to obey all the rules and regulations governing the Agency and the Government at large.
5. Yours sincerely,

Eng.Mohamed Muanda
FOR REGIONAL MANAGER

Regional Coordinator
TARURA
P. O. Box 6766, MOROGORO

Copy: Ms. Zuhura Rashidi Mindika
0713890911

Tel: +255 232935210 Fax: email:rm.morogoro@tarura.go.tz website: www.tarura.go.tz

TARURA is an Executive Agency of the Ministry under President's Office Regional Administration and Local Government established under "Executive Agency Act, CAP 245"