

**THE INFLUENCE OF REWARDS ON EMPLOYEE MOTIVATION AT WORK**

**PLACE: A CASE OF THE OPEN UNIVERSITY OF TANZANIA**

**SARAH A. MWAJA**

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**CERTIFICATION**

The undersigned certifies that she has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation entitled, **The Influence of rewards on Employee Motivation at work place: A case of The Open University of Tanzania.**

In partial fulfillment of the requirements for the award of Degree of Masters in Human Resource Management (MHRM).

.....  
Dr. Nasra Kara

**(Supervisor)**

.....  
**Date**

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## **DEDICATION**

This work is dedicated to my family (My husband Mr. Basil, my children Brian and Brina) for their encouragement and support during the whole period of preparing this Dissertation. In addition, my children's aunties around my family for their kindness, and for being responsible where I have been not responsible as a mother and sister may the Almighty God bless them.

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## ABSTRACT

Determining the influence of rewards on employees' motivation at work place has not been given great attention by many organizations including academic public Institutions. The overall study objective was to determine the influence of rewards on employees' motivation at the workplace and its consequences on employees' recognition and satisfaction. This study was guided by Two Factor Theory, a theory by Fredrick Herzberg. This is because it was related to the topic the researcher chose for the study and also it was related to the workplace of the employee's lifetime. Fredrick theorized the employee satisfaction has two dimensions, Hygiene and motivation. Hygiene issues such as salary and supervision, for the motivation such as recognition and achievement. Twenty (20) structured questionnaires were distributed personally to respondents and only 186 respondents returned the questionnaires. The sample size were generated by using formula as per Yamane (1967) whereby the researcher got a sample of 246 employees from the total population of 637 of employees at the OUT. Both data collection methods primary and secondary data collection used. The researcher opted for this methods because it was less expensive, easy and are more practical. The findings revealed that in the independent variables 77.7% agreed that learning opportunity was above all rewards influencing employees' motivation while the relationship between rewards and employee motivation the findings indicated that there was a perfect relationship between the two, as the correlation of value ranged -1 and 1. A correlation of value -1 was a perfect negative correlation while a correlation of 1 was a perfect correlation. A correlation of 0 indicated that no relationships between the two variables. Finally on employee's satisfaction with rewards 67.2% of respondents were neutral on being satisfied with the basic salary one receive. However, further studies on the same topic are crucial because of the continuing changing in the global environment and drastic technological changes in public institutions. The implication of this study to the existing body of knowledge was addressing the objectives in terms of widening the theoretical understanding in determining the influence of rewards on employee motivation at work place. The study contributes theoretically to having an extended understanding of determining the influence of rewards on employee motivation at work place as well as boosting employee working morale through administered rewards by the organization to achieve the organization's performance and customers' satisfaction to generate the organization's win-win business position.

**Key words:** Rewards, employee, motivation, The Open University of Tanzania

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## **LIST OF ABBREVIATIONS**

FFP	Fabrication, falsification or plagiarism
MHRM	Master in Human Resource Management
ODL	Open Distance Learning
OUT	Open University of Tanzania
SPSS	Statistical Package for the Social Sciences software
USA	United State of America

## **CHAPTER ONE**

### **INTRODUCTION AND BACKGROUND OF THE STUDY**

#### **1.1 Overview**

This chapter presents the background information for this study. It also presents the statement of the problems as well as the research objectives guiding this study. Furthermore, this chapter presents the research questions, the significance of the study and the organization of the study.

#### **1.2 Background of the problem**

The Reward system is an important tool that management can use to channel employees' motivation in desired ways (Pratheepkanth, 2019). In other words, reward systems seek to attract people to join the organization, to keep them coming to work, and to motivate them to perform to higher levels (Barton, 2015). It is true that, organizations need to attract, maintain and manage employees to realize their objectives and these tasks fall under the human resource department of an organization (Khadija, 2018). But it seems that some of those needs are being done for a short time when the employee is already in place after that employee just sees things going different from the way they thought things could be (Pratheepkanth, 2019). Organizational survival depends on how people are treated (Lawler, 2003). Increasingly, organizations are realizing that, they have to establish an equitable balance between the employees' contribution to the organization and the organization's contribution to the employees (Wilson, 2016).

The success of an organization in achieving its strategic objectives depends on the performance level of employees (Prisca, 2017). Over the years, rewards are found to be

one of the policies that the organization can adopt to increase their workers' motivation so that they can perform better and increase organizational productivity. As Nadeem et al. (2014) suggested that the reward system has to consist of all organization components including people processes rules and decision-making activities involved in the allocation of compensation and benefits to employees in exchange for their contribution to the organization. At a minimum organizations expect employees to perform reliably the tasks assigned to them and at a standard set for them and to follow the rules that have been established to govern the workplace (Brone, 2004).

The researcher further noted that, the management often expects more that employees take initiative, supervise themselves, continue to learn new skills and be responsive to business needs. Brone (2004) further noted that, at a minimum employees expect their organization to provide fair pay, safe working conditions and fair treatment. Like the management, employees often expect more, depending on the strength of their needs for security, status, involvement, challenge, power and responsibility. Just how ambitious the expectations of each party are, varies from organization to organization. For organizations to address these expectations an understanding of employee motivation is required (Beer et al., 2017). As according to Jones and George (2008) defined motivation as a psychological factor that directs employee behavior toward the desired goal of an organization and enables the employees to positively contribute in improving performance.

Kleitner and Kinicki (2014) postulate that motivation represents those psychological processes that cause the arousal, direction and persistence of voluntary actions that are goal-directed. If it is the role of managers to successfully guide employees toward

accomplishing organizational objectives, it is imperative that they understand these psychological processes. Formal reward program which denotes financial rewards such as salary, fringe benefits, bonuses, promotions or share options play a significant role, but employees accept these as intrinsic factors to the job. Absolutely, it is a psychological factor to employee behaviour as when they realize that management recognizes their efforts, they are taking to achieving the objectives and reward them. It is known that financial rewards are important in rewarding employees for their exceptional performance. According to Monke (2006) reward systems are directly related to employees' motivation and job satisfaction. Furthermore, it was highlighted that motivated employees tend to be much more committed, motivated and satisfied and that this is a result of better reward systems that an organization develops.

Despite the importance of rewards to employees' motivation, still organizations see it as a burden to implement financial rewards to employees as they count it as cost-full (Buberwa, 2015). Alalade (2015) suggests that if organizations are about to achieve the best, they need to come up with a very attractive reward system so that they can elicit motivation to people. Opu (2008) stresses that hygiene factors such as working conditions, physical environment, supervision as well as job security are the most important motivators to employee performance in an organization, which can lead to effectiveness, efficient, commitment and flexibility because of an emphasis on trust, which goes hand in hand with productivity.

Since each organization needs to achieve its objectives, there is need to ensure its people are motivated, and one of the strategies to motivate people is to have promising reward packages (Armstrong, 2007). Ignoring the contribution of the employees is

detrimental to the survival of the organization. Due to its importance, this study intends to shed light on this area by examining the influence of rewards on employees' motivation at the workplace using the case of The Open University of Tanzania (OUT). This study is important because OUT has been experiencing labour turnover since 2018 the situation is getting worse as the current data for 2020 indicates that 11 employees have moved to other public institutions (Human Resource Department, 2021).

Therefore, the findings of this study will shed light on the key motivation packages needed by employees. Providing the desired reward packages to employees will be able to boost their working morale. Additionally, the findings of the study will be beneficial to OUT since motivation differs among employees therefore policy makers can make use of the findings of this study to suggest government to design different motivational packages to attract different government employees to perform well. Furthermore, the findings of this study can be utilized by OUT employer since having knowledge on satisfaction regarding reward packages can help the management to offer the kind of package that is mostly desired.

### **1.3 Statement of the Problem**

The impact of reward systems on employees' motivation, satisfaction, and performance is no doubt (Noor et al, 2020). Employees are the potential resources in an organization since they are the ones running different activities in an organization and so need to be highly motivated through provisions of rewards that satisfy them (Noor et al, 2020). According to Kassahun (2019), ignoring the contributions of the employees is as if an organization is preparing a bomb for its death. Researcher further noted that

organizations have to develop good reward systems that can make its employees motivated and feel a sense of ownership.

At the Open University of Tanzania, there is much evidence that the problem of employees' motivation is big as more employees are been witnessed moving to other institutions and this is no doubt that it looking for places where they think will be satisfied and motivated. For-example, the data from the Human Resources department shows that, in the financial year 2018/2019 two (02) staff moved to other institutions, in 2019/2020 about four (04) staff moved to other government institutions, and in 2020/2021 about five (05) staff have moved to other government institutions. This turnover is not healthy for the University as it has been increasing year after a year and so there is a need to research this area of motivation at the Open University of Tanzania.

Several studies have been conducted to examine the effects of rewards on employee motivation and it was found that rewards have been categorized into financial rewards and non-financial rewards of which all of them are of its importance (Armstrong & Hellen, 2015). The overall findings from the previous studies have identified that there is a significance relationship between rewards and employees motivation. For-example, the study done by Pratheepkanth, (2019) revealed that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative. In the study done by Ali and Ahmed (2017) revealed that, an intrinsically motivated individual will be committed to his work to the extent to which the job inherently contains tasks that are rewarding to him or her. The study further revealed that, an extrinsically motivated person was committed to the extent that he can gain or receive external rewards for his or her job. They further

suggested that, for an individual to be motivated in a work situation there must be a need, which the individual would have to perceive a possibility of satisfying through some reward. The study done by Balletine (2015) highlighted that promotion, recognition, benefit, work content and work condition have a significant effect on employees' work motivation but payment has insignificance effect on employees' work motivation. The study done by Kyaruzi (2017) revealed that there is a close relationship between rewards and employee job satisfaction and motivation and that organizations need to invest much in the provision of attractive reward packages. Also, the study done by Leshabari (2018) revealed that even if there is a strong relationship between the reward system and employee motivation, financial rewards have been seen to drive more people and they are not satisfied even if they are paid more. It further noted that, employees are motivated now they get financial rewards but after a lapse of time their motivation level tends to diminish.

Despite the fact that there are extensive studies that addressed the impacts of rewards on employee motivation, studies that addressed the influence of rewards on employee motivation at The Open university of Tanzania is missing. Therefore, this study intends to bridge the knowledge gap by identifying the preferred reward packages by OUT employees. Additionally, this study will examine whether there is a significant relationship between rewards and employee motivation. Finally, this study intends to assess whether employees are satisfied with the motivation packages provided by their employer.

## **1.4 Objectives of the Study**

### **1.4.1 General Objective of the Study**

The general objective of this study is to determine the influence of rewards on employees' motivation at the workplace.

### **1.4.2 Specific Objectives**

- i. To identify the types of reward packages preferred by OUT employees to boost their working morale
- ii. To examine the relationship between reward and employees' motivation at The Open University of Tanzania
- iii. To assess whether employees at OUT are satisfied with the motivational packages given to them by their employer.

## **1.5 Research Questions**

- i. What are the types of reward packages provided to employees at The Open University of Tanzania?
- ii. Is there a significant relationship between rewards and employees' motivation at The Open University of Tanzania?
- iii. Are OUT employees satisfied with the reward packages given to them by their employer?

## **1.6 Significance of the study**

The findings of this study will be useful to the management of the Open University of Tanzania (OUT) to come up with an attractive policy on employee rewards and compensation. Since the study's target was to obtain information concerning the



influence of rewards on the employees' motivation at the Open University of Tanzania, this study now will probably come with findings that will help the management to think about how to stabilize their reward systems that will suffice the needs of employees so that they can motivate their people to be committed in their jobs.

Furthermore, the findings of this study will add value to the existing body of knowledge and contribute valuable inputs to the area. As far as much research has been done on the influence of rewards on employees' motivation but the focus of their studies was not at the OUT, therefore, this study will focus on OUT.

Moreover, the findings of this study will be beneficial to the Higher Learning Institutions in Tanzania and beyond. The Academic staff from Higher Learning Institutions will use the findings from this study to design reward packages that is preferred by employees as this will boost their working morale.

### **1.7 Organization of the Study**

This dissertation has organized into five chapters. Chapter one includes the Introduction, chapter two includes the Literature Review, chapter three includes the Research Methodologies, chapter four covers the findings, chapter five deals with the Conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Overview**

This chapter presents the conceptual definitions, theoretical literature review, empirical studies, research gap, conceptual and theoretical framework.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Employee reward**

Employee reward refers to programs set up by a company to reward performance and motivate employees on individual and/or group levels (Armstrong, 2002). Employee reward is concerned with both financial and non-financial rewards and embraces the plans, strategies, philosophies, policies and processes used by organizations to develop and maintain reward systems (Armstrong, 2002). Daniel et al (2006) defined employee reward as special programs developed by a company to recognize employees for their contributions to the success of their business. Effective reward programs help to attract and retain top talent, and ensure that employees feel valued, appreciated and motivated to achieve company goals (Daniel et al., 2006). Therefore, in this study employee reward is the system or programs that OUT employees are getting from their employer to boost their working morale.

##### **2.2.2 Financial Rewards**

Financial rewards are monetary incentives that an employee earns because of good performance (William, 2010). These rewards aligned with organizational goals and when an employee helps an organization in the achievement of its goals; a reward often

follows (William, 2010). Longo (2014) defined financial rewards to mean those rewards given to employees in terms of monetary or cash. Therefore, in this study financial rewards are means all payments provided by OUT employer to an employee in return for their individual effort and contribution, skills, and work done. This includes bonuses, overtime pay, and allowances payable to an employee upon completion of an activity.

### **2.2.3 Non-financial rewards**

Non-financial rewards refer to the types of rewards that are not a part of an employee's pay and they typically cost the company little or no money but carry significant weight (Longo, 2014). In this study, non-financial reward refers to those rewards that an employee does not directly receive money.

### **2.2.4 Motivation**

Motivation is the process that initiates, guides and maintains goal-oriented behaviors (Ryan and Deci, 2000). Ryan and Deci (2020) further noted that, a person can be intrinsically or extrinsically motivated. According to Ajibola (1976) motivation refers to a reason for action, willingness, and goals. Motivation refers to the degree of readiness of an OUT employee to attain OUT goals.

## **2.3 Theoretical literature review**

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

Psychologist Frederick Herzberg developed the Two Factor Theory of motivation, known as the dual-factor theory or motivation-hygiene theory, in the 1950s. Herzberg conducted an interview with 203 accountants and engineers from the organization

around Pittsburgh in the USA (Herzberg, 1974; Herzberg et al., 1959). Herzberg's analysis suggested that factors that led to employee satisfaction were vastly different from those that resulted in dissatisfaction. Herzberg characterized this as a two-factor theory of motivation and named the categories motivators and hygiene factors. According to Herzberg, these factors explained the relationship between motivation and job satisfaction and that if an employee is rewarded better can be highly motivated and satisfied. Herzberg argued that absent factors, caused dissatisfaction and these were termed as the hygiene factors. According to Herzberg, the presence of these factors might not necessarily motivate employees, but if absent, may cause dissatisfaction and these factors include, salary, working conditions, job security, supervision, company policies and relationship.

Herzberg also argued that motivating factors were those that could motivate employees to improve their work performance. These factors which he termed as intrinsic are primarily concerned with the content of the work and how it comes together to form a meaningful whole. Herzberg noted that some of these factors are achievement, recognition, growth or advancement, interest in the job and so on. All these factors constitute rewards and so the researcher decides to use this theory to assess these factors as rewards and how they impact the employees' motivation at the workplace. And from this, the researcher will come up with valid observations as to the intrinsic and extrinsic factors and their impacts on employee motivation.



**Figure 2.1: Herzberg's Two-Factor Theory**

Source: Herzberg (1959)

#### **2.4 Justification for choosing the Two-factor theory**

The researcher has opted for using the Two factors they're in the study due to the fact that the theory is more relevant to the research topic and most of the researchers who did their research on the same topic have used this theory. For-example, Smith, Joubert & Karodia (2015) in their study about "the impact of intrinsic and extrinsic rewards on employee motivation at a medical devices company in South Africa)" used the two-factor theory and revealed that employees are motivated by intrinsic rewards than extrinsic rewards. Arokiasamy, Tat & Abdullah (2018) also used the same theory in their study about "the effects of reward systems and motivation on job satisfaction: evidence from the education industry in Malaysia" and revealed that there is a positive relationship between compensation and motivation.

Furthermore, Pratheepkanth (2019) applied the two-factor theory in his study about “the role of rewards on the performance of employees at the workplace” and revealed that organizations that reward their employees as per their contributions to the organization have won their commitment as a result of motivation. Likewise, Rai et al. (2018) in their study about improving in-role and extra-role performances with rewards and recognition found that rewarding and recognizing the staff for their hard work, boosts their motivational levels and builds loyalty, which leads to long-term employee retention.

Apart from being used by many researchers, again this theory is more relevant even in workplaces as it holds that motivational factors and hygiene factors need to be addressed independently and it is important for employers to understand what hygiene factors are and how to improve them. The most important part of this theory of motivation is that the main motivating factors are not in the environment but in the intrinsic value and satisfaction gained from the job itself.

## **2.5 Empirical Literature Review**

### **2.5.1 Types of Motivation**

There are two major types of employee motivation at the workplace. They are intrinsic motivation and extrinsic motivation.

#### **2.5.1.1 Intrinsic Motivation**

Intrinsic motivation is the act of doing something without any obvious external rewards (Kothari, 2014). Kothari further noted that you do it because it's enjoyable and interesting, rather than because of an outside incentive or pressure to do it, such as a reward or deadline. An example of intrinsic motivation would be reading a book

because you enjoy reading and have an interest in the story or subject, rather than reading because you have to write a report on it to pass a class. Therefore, intrinsic motivation is the one that comes from within an individual.

#### **2.5.1.2 Extrinsic Motivation**

Extrinsic motivation refers to behaviour driven by external rewards (Mason, 2010). These rewards can be tangible, such as money or grades, or intangible, such as praise or fame (Shwartz, 2006). Unlike intrinsic motivation, which arises from within the individual, extrinsic motivation focused purely on outside rewards (Dworkin, 2012). Therefore, people who are extrinsically motivated will continue to act, even though the task might not be in and of itself rewarding, for example, doing something at your job that you might not normally find enjoyable or rewarding to earn a wage.

#### **2.5.2 Relationship between Reward and Employees' Motivation**

Several studies have been done by different researchers that show the great relationship between rewards and employee motivation. Through their research, findings indicate that, the reward at workplace have strong relationship with motivation to employees. For-example, the study done by Emmanuel (2018) on the impact of reward systems as a motivation tool on employees' performance in Ireland with a sample of 17 respondents using interview method of data collection, using thematic analysis. The variables under study were reward systems and employee motivation. The study found that most participants (respondents) favoured financial rewards but only for a short period as it does not cater to employees' needs.

The researcher further revealed that most participants outlined non-financial rewards as a motivational booster and if employers want to retain employees must implement more

on non-financial rewards as they are more motivational to employees. The study was done by Pratheepkanth (2019) on the reward system and its impact on employee motivation in Commercial bank of Sri Lanka Plc, in Jaffna District with a sample of 57 respondents using a questionnaire as a method of data collection, using multiple linear regression analysis. The variables under the study were the role of rewards and employee performance. The study revealed that a reward system is an important tool that management can use to channel employees' motivation in desired ways. The researcher further revealed that reward systems seek to attract people to join the organization, to keep them coming to work, and motivate them to perform at higher levels. In addition, the study done by Aruna (2018) on the impacts of rewards and recognition on employee motivation in India with a sample of 50 respondents using a questionnaire as a data collection method, using correlation analysis.

The variables under the study were rewards, recognition, and employee motivation. The study found that there is a direct and positive relationship between rewards and recognition and job satisfaction and motivation. Hence, if rewards and recognition offered to employees were to be altered, then there would be a corresponding change in work motivation and satisfaction. The direct translation of this could be that the better the rewards and recognition, the higher the levels of motivation and satisfaction, and possibly, therefore, the greater the levels of performance and productivity. Moreover, a study was done by Emelianova (2019) on the impact of the reward system on employee performance in the United Kingdom with a sample of 91 respondents using the questionnaire method of data collection, using correlation analysis and regression



analysis. The variables under the study were the reward system and employee performance.

The study found that organizations with good reward systems have managed to improve significantly the motivation level of their staff which also plays a very significant role in their performance. The researcher further noted that, an employee becomes more motivated if feels that his/her contribution to the organization will result in a better reward.

### **2.5.3 Employee Satisfaction with Rewards**

Much research has been done by different researchers and scholars in the area of the impact of reward systems on employees' motivation. Their research has added knowledge inputs/knowledge on the area. For-example, the study done by Smith, Joubert & Karodia (2015) on the impact of intrinsic and extrinsic rewards on employee motivation at a medical devices company in South Africa, with a sample of 60 respondents, structured questionnaire, used correlation analysis. The variables under the study were intrinsic and extrinsic rewards and employee motivation.

The study found that rewards are highly valued as a motivating factor by employees. They study further revealed that employees are more motivated by intrinsic rewards rather than extrinsic rewards, although it was seen that annual salary increases which is the extrinsic reward were the most ranked reward for employees at the company. The study was done by Arokiasamy, Tat & Abdullah (2018) on the effects of reward systems and motivation on job satisfaction: evidence from the education industry in Malaysia, with a sample of 75 respondents, using a questionnaire as a method of data

collection that used descriptive statistics. The variables under the study were reward systems, motivation, and job satisfaction.

The study found that there is a positive relationship between compensation and motivation. The study further revealed that employees are more motivated when they see valued by the management by being recognized, and given opportunities to develop, pay raises, bonuses, and others of the like. Moreover, the study found that people are more motivated when they are provided with financial rewards like a salary increase, bonuses, allowances of all categories and so on. The study was done by Pratheepkanth (2019) on the reward system and its impact on employee motivation in Commercial bank of Sri Lanka Plc, in Jaffna District with a sample of 57 respondents using a questionnaire as a method of data collection, using multiple linear regression analysis. The variables under the study were the role of rewards and employee performance. The study found that employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative.

The researcher further argued that organizations that reward their employees for their contributions to the organization have won their commitment as a result of motivation. Rai et al. (2018) in their study on improving in-role and extra-role performances with rewards and recognition in India with a sample of 320 respondents using survey questionnaires as a data collection tool, using multiple linear regression analysis. The variables under the study were rewards and recognition and in-role and extra-role performance. The study found that rewarding and recognizing the staff for their hard

work, boosts their motivational levels and builds loyalty, which leads to long-term employee retention.

Also, the study done by Noor et al. (2020) on the impact of a rewards system on employee motivation: A study of a manufacturing firm in Oman with a sample of 30 respondents using a survey questionnaire as a data collection tool, using descriptive statistics. The variables under the study are reward systems and employee motivation. The study revealed that the majority of employees feel that low motivation in the workplace caused due to poor reward systems. The researchers further noted that, low motivation in the workplace, leads to many problems such as high absenteeism, a decline in productivity, lower profit margins and so on. Moreover, the researchers argued that employees feel that motivation can be increased by recognition of work, bonuses, and promotions.

**Table 2.1: Summary of the rewards and motivation studies**

<b>S/N</b>	<b>Author(s)</b>	<b>Aim of the study</b>	<b>Variables Examined</b>	<b>Data analysis used</b>	<b>Main findings</b>
1	Smith, Joubert & Karodia	To determine the impact of intrinsic and extrinsic rewards on employee motivation at a medical devices company in South Africa	1. Independent variable: Intrinsic and extrinsic rewards. 2. Dependent variable: Employee motivation	Correlation analysis	Employees are more motivated by intrinsic rewards rather than extrinsic rewards, although it was seen that annual salary increases which is the extrinsic reward was the most ranked reward for employees at the company.

2	Arokiasamy, Tat & Abdullah	To determine the effects of reward systems and motivation on job satisfaction	<ol style="list-style-type: none"> <li>1. Independent variable: Reward systems and motivation</li> <li>2. Dependent variable: Job satisfaction</li> </ol>	Descriptive statistics	Employees are more motivated when they see valued by the management by being recognized, given opportunities to develop, pay raises, bonuses, and others of the like.
3	Pratheepkanth	To examine the role of rewards on the performance of employees at the workplace.	<ol style="list-style-type: none"> <li>1. Independent variable: the role of rewards.</li> <li>2. Dependent variable: Employee performance</li> </ol>	Multiple linear regression analysis	employees who get recognized tend to have higher self-esteem, more confidence, more willingness to take on new challenges and more eagerness to be innovative
4	Rai et al.	Improving in-role and extra-role performances with rewards and recognition	<ol style="list-style-type: none"> <li>1. Independent variable: Rewards and recognition.</li> <li>2. Dependent variable: In-role and extra-role performance</li> </ol>	Multiple linear regression analysis	Rewarding and recognizing the staff for their hard work, boost their motivational levels and builds loyalty, which leads to long term employee retainment.
5	Noor et al.	Assessing the impact of rewards system on employee motivation	<ol style="list-style-type: none"> <li>1. Independent variable: Reward systems</li> <li>2. Dependent variable: Employee motivation</li> </ol>	Descriptive statistics	The majority of employees feel that low motivation in the workplace is caused due to poor reward systems.

6	Emmanuel	To determine the impact of reward systems on employees' motivation	1. Independent variable: Reward systems 2. Dependent variable: Employees' motivation	Thematic analysis	Both financial and non-financial rewards as motivational boosters must be implemented by organizations to improve their motivational level.
7	Aruna	To determine the impact of rewards and recognition on employees' motivation	1. Independent variable: Rewards and recognition 2. Dependent variable: Employees' motivation	Descriptive statistics	There is a direct and positive relationship between rewards and recognition and job satisfaction and motivation.
8	Emelianova	To determine the impact of the reward system on employee performance	1. Independent variable: Reward system 2. Dependent variable: Employee performance	Correlation analysis and Multiple linear regression analysis	An employee becomes more motivated if feels that his/her contribution to the organization will result in better rewards.

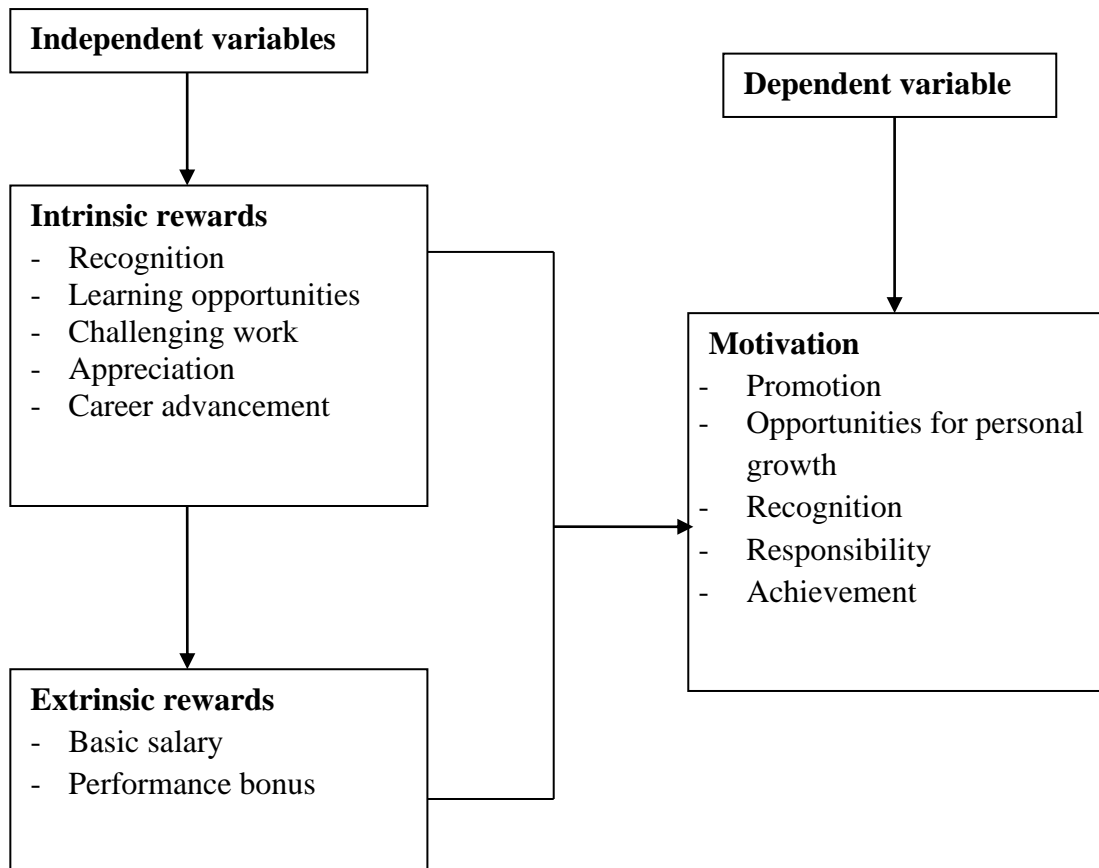
## 2.6 Research Gap

Several studies have been done to examine the influence of rewards on employee motivation. Examples of these studies include the work Smith, Joubert and Karodia (2015), Arokiasamy, Tat and Abdullah (2018), Pratheepkanth (2019), Rai et al. (2018), Noor et al. (2020). However, the focus of the studies was addressing “the impact of intrinsic and extrinsic rewards on employee motivation at a medical devices company in South Africa (Smith, Joubert and Karodia, 2015). Others focused on examining the effects of reward systems and motivation on job satisfaction: evidence from the education industry in Malaysia (Arokiasamy, Tat & Abdullah, 2018). While, the

remaining studies focused on addressing the impact of the rewards system on employee motivation in Oman (Noor et al., 2020). A study that addressed the influence of reward packages on employee motivation at OUT is lacking. Therefore, this study intends to shed light by identifying the preferred reward packages by OUT employees. The study will also examine the influence of rewards on employee motivation and in the end, the study will examine whether OUT employees are satisfied with the rewards they have been getting from their employer.

## **2.7 Conceptual Framework**

A conceptual framework is a set of coherent ideas or concepts organized in a manner that makes them easy to communicate with others (Schwartz, 2006). Here is the conceptual framework showing the relationships between independent and dependent variables. The independent variables are conceptualized as intrinsic rewards and extrinsic rewards. The dependent variable measures employee motivation. The independent variables have an effect on the dependent variable.



**Figure 2.2: Conceptual Framework**

**Source:** Herzberg (1959)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Overview**

This chapter presents the research methodology used in the study. The methodology used was in relation to the objectives when determining the influence of rewards on employees' motivation at the workplace. Based on the description of the objectives, the study developed knowledge based on the positivism philosophy that the researcher and the object of inquiry are independent and there was a demarcation between observation reports and theoretical settings (Fisher, 2010). Moreover, under the research methodology, research strategies, the population of the study, area of the study, sampling procedures and design, variables and measurement procedures, data collection methods, data processing and analysis.

#### **3.2 Research Philosophy**

The positivist (science) philosophical assumption was adopted in this study in which the philosophy is based on the belief that reality is stable and can be observed and described from an objective view point, that is without interfering with the phenomena being studied (Levin, 1988). Levin (1988) further noted that positivists contend that phenomena should be isolated and that observations should be repeatable. Fisher (2010) noted that positivist philosophy believes that, in learning about truth, only science is the cornerstone of understanding the world. In positivism, the researcher's duty is to undertake the research by collecting the data and analyzing them in an objective way, thus, the findings of the research should be observable and quantifiable. It was assumed that, observation and effective reasoning were effective tools in human behavior



understanding. Positivism relied on the power of science and rational thought that manipulated the world (Fisher, 2010). Positivism believes that, accurate and value free knowledge is possible. The positivism philosophical assumption was adopted in this study because the researcher assumed that knowledge is enhanced by using measurements (that research is an exact science). Baroudi and Olikowski (1991) in their study suggested the use of positivism in business studies, because of the underlying use of theory testing in an effort of increasing understanding of the phenomenon, as the case in this study is on mobile marketing adoption in Telecommunication Industries by Consumers in Tanzania.

Another reason for adopting the positivism approach in this study was the fact that, positivism adhered to the use of scientific methods and systematic means in generating knowledge, which is accompanied by measurable criteria that describes precisely the parameters and their relationships. Moreover, the researcher opted for this philosophy because it often involved manipulation of reality with variations in only a single independent variable to identify regularities in, and to form relationships between, some of the constituent elements of the social world. Therefore, the objectives of the study were answered by applying the positivism stance.

### **3.3 Research Approach**

According to Kothari & Garg (2014), Research approaches can be inductive and deductive approaches. Inductive approaches start from specific to general approaches arguments-based on observation were regarded as induction and arguments based on theories, rules and principles were regarded as deductive reasoning approaches. Therefore, in this study, the researcher adopted the deductive approach for the study

using the two-factor theory in arriving at findings to understand the influence of rewards on employees' motivation at the workplace.

### **3.4 Research Design and Strategy**

The research design refers to the overall strategy utilized to carry out research that defines a succinct and logical plan to tackle an established research question through the collection, interpretation, analysis, and discussion of data (Mason, 2010). There are several types of research designs such as descriptive research design, correlation research design, experimental research design, diagnostic research design, and explanatory research design. The researcher used descriptive and correlation analysis to analyze study objectives. According to Mason (2010), the descriptive research design is a theory-based design where the researcher is primarily interested in describing the topic that is the subject of the research. The researcher opted for this design due to its flexibility as it is used for different types of research. It can be applied to case studies, naturalistic observations, surveys and so on. This design enabled the researcher to clearly present the problem statement in order to allow others to better understand the need for this research. Correlation analysis is used to analyze the relationship between rewards and employee motivation.

The study also opted for a quantitative research design (cross-sectional) strategy. The study applied this strategy to allow for a broader study, involving a greater number of subjects and enhancing the generalization of results. Saunder et al (2007) noted that, a quantitative research strategy allows for greater objectivity and accuracy of results. Kothari (2014) argued that research strategy enables one to stay focused, reduce

frustration, enhance quality and most importantly, save time and resources. This quantitative research strategy saved these purposes.

### **3.5 Study Population**

The study population is the entire group of people or objects to which the researcher wishes to generalize the study findings (Kothari, 2014). This study covered a population of all employees of the Open University of Tanzania, which is about 637 employees (Human Resource Department data, 2021). This population included all employees from different cadres being academic and administrative staff as well as technical staff.

### **3.6 Area of the Study**

The study was conducted at the Open University of Tanzania (OUT). The researcher opted for this area due to its nature. The OUT is an ODL institution and most of its activities are done through the internet. So, it's a unique university in Tanzania as compared with conventional universities. The application of the internet to deliver services had led to labour turnover as evidenced by statistical data from the Human Resource Department, in the sense that the number of employees leaving the OUT increases year after a year and so the researcher wanted to explore the impact of motivation at the OUT on turnover. The data from the Human Resource department showed that in the year 2018/2019 two (02) staff left, in 2019/2020 about four (04) staff left, and in 2020/2021 about five (05) staff left the OUT to other institutions. This trend is not normal and healthy for the university hence motivating the researcher to conduct a study on motivation in which probably the findings will be useful to the university to come up with potential strategies to mitigate this problem.

### **3.7 Sampling Design**

Sampling design is a mathematical function that gives you the probability of any given sample drawn (Dworkin, 2012). The researcher further noted that, sampling design is a framework, or road map, that serves as a basis for the selection of a survey sample and affects many other important aspects of a survey as well. There are two types of sampling methods such as probability sampling and non-probability sampling method (Marshall et al., 2013). According to them, probability sampling involves random selection, allowing you to make inferences about the whole group while non-probability sampling involves non-random selection based on conveniences or other criteria, allowing one to collect data easily.

However, the researcher used probability sampling in drawing the sample by using the simple random sampling method where every member of the population had an equal chance of being selected whereas tools like random number generators were used to make sure each person has an equal chance to be selected. With simple random sampling, the researcher applied the lottery method of sampling where each item (person) from the population was assigned a number and then mixed up. The researcher ensured that all numbers are well mixed before selecting the sample population.

### **3.8 Sample Size**

The sample size was drawn from the population and consisting the number of respondents who are employees of the Open University of Tanzania. According to Mason (2010) sample size is the number of individuals you should include in your sample depending on various factors, including the size and variability of the population and the research design. The sample size used by the researcher was 246 employees

from the total population of the employees at the OUT. The probability sampling method used in this study was a simple random sampling method where prepared labeled numbers for respondents to pick to obtain the sample size were generated and distributed. This sample size was generated using the following developed formular as per Yamane (1967) ;

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

Where,

n=required sample size

N=the population size

e=level of precision which is 0.05

Now, since the population of OUT is 637 employees

$$n = \frac{637}{1 + 637(0.05)^2}$$

$$n = \frac{637}{1 + 637 * 0.0025}$$

Therefore, n=246

### **3.9 Variables and Measurement Procedures**

Motivation was the dependent variable for this study and was measured using a 5-point likert scale ranging from 1(strongly disagree) to 5 (strongly agree). Items such as promotion, opportunities for personal growth, recognition, responsibility, and achievement were used to measure motivation construct. All the items were borrowed from Herzberg (1959). Reward as an independent variable was measured using 5-point likert scale ranging from 1(strongly disagree) to 5 (strongly agree). Intrinsic rewards were measured by items such as telling people what to do, praise I get for my work, working on my conscience, freedom of judgment, working alone, keeping busy all the

time, doing different things, using all my abilities, doing things for others, using my own methods, advancement opportunities and feeling of accomplishment. Extrinsic rewards were measured by items such as being somebody, bosses handling work, supervisory competence, steady employment, company policies, work conditions and co-workers getting along. Schriesheim et al (1993) measured extrinsic and extrinsic rewards items. 5-point likert scale ranging from 1 (strongly disagree) to 5(strongly agree) will be used to measure extrinsic and intrinsic rewards.

**Table 3.1: Measurement items and scale used**

S/N	Variable	Items	Scale used	Author(s)
1	Extrinsic Reward	1. Basic salary 2. Performance bonus	5-point likert scale	Herzberg (1959).
2	Intrinsic Reward	1. Recognition 2. Learning opportunities 3. Challenging work 4. Appreciation 5. Career advancement	5-point likert scale	Herzberg (1959).
3	Motivation	1. Promotion 2. Opportunities for personal growth 3. Recognition 4. Responsibility 5. Achievement	5-point likert scale	Herzberg (1959).

### 3.10 Data Collection Methods

Data collection methods are the methods or ways the researcher uses to collect data in the study (Kothari, 2014).

#### 3.10.1 Primary Data Collection

Primary data are data, collected by using a survey strategy where data were administered by questionnaires. The study deployed a questionnaire method in

collecting the primary data direct from the respondents. The researcher opted for questionnaires due to its advantages such as being less expensive, they are more practical, they offer a quick way to get results, scalability, comparability, easy analysis and visualization, they offer actionable data, they provide respondent anonymity, and they do not have time constraints. Since the questionnaire ought to be tested before being administered (Kothari and Garg, 2012), then this data collection method was convenient to suit the intended specific objectives of the study.

### **3.10.2 Secondary Data Collection**

Secondary data is data that has already been collected through primary sources and made readily available for researchers to use for their own research (Shwartz, 2006). It is a type of data collected in the past. In this study, secondary retrieved from various sources such as journals, OUT website, OUT policies, books, and research done by others on the same or related topics and libraries. The information collected was used on improving and comparing with the primary data collected and thus assisting in improving the research design of the objectives under study.

### **3.11 Validity of Instrument**

Validity is the most critical criterion, which indicates the degree to which an instrument measures what is supposed to measure (Kothari, 1990). According to Enon 1998, validity refers to the quality that a procedure or an instrument used in the research is accurate, correct, true and meaningful. In research, there are three ways to approach validity and they include content validity, construct validity, and criterion-related validity. User this study, the researcher used criterion-related validity to measure the validity of the instrument whereby criterion-related validity covered how well the scores

from the instrument predict a known outcome they expected to predict. A statistical analysis, such as correlations, was used to determine if criterion-related validity exists.

### 3.11.1 Validity Test

Using Average Variance Extracted (AVE) for each item, the construct validity was tested and evaluated. Multivariate analysis is suitable for AVE values of 0.5 and higher. In this study, every variable had an AVE value of at least 0.5. The scales employed in this study were reliable to capture the constructs and could accurately represent other respondents' perspectives, according to the reliability test.

**Table 3.2 Validity of constructs**

<b>Variables</b>	<b>Items</b>	<b>AVE</b>
<b>Independent variable</b>		
Intrinsic rewards	5	0.7341
Extrinsic rewards	2	0.7313
<b>Dependent Variable</b>		
Motivation	5	0.500

### 3.11.2 Reliability of Instrument

According to Kothari (2014), reliability refers to the consistency of a measure. The internal consistency was measured using Cronbach's alpha. If it happens that Cronbach's alpha value is greater than 0.7 as indicated by Nunally (1978) the variable was regarded as reliable. Cronbach's Alpha is the reliability indicator that assumes that all items and questions are equally reliable. The required value should be not less than 0.7 in all



indicators (Geffen et al., 2000; Rajasekar, 2014). The cutoff point was 0.7, which was used as the minimum value for the alpha coefficient.

Therefore, the reliability testing that was done for each independent variable and each dependent variable utilized in this study is shown in Table below Cronbach's alpha is the most popular reliability coefficient and it assesses internal consistency by looking at how all test items relate to one another. Cronbach's alpha (CA) >6 indicates adequate, while composite reliability (CR) >7 indicates good. All of the internal items have Cronbach's alpha values greater than 0.6 based on the reliability analysis, indicating accuracy and good quality.

**Table 3.3: Reliability of constructs**

<b>Variables</b>	<b>Items</b>	<b>Cronbach Alpha</b>	<b>Composite reliability</b>	<b>AVE</b>
<b>Independent variables</b>				
Intrinsic rewards	5	0.872	0.9134	0.727
Extrinsic rewards	2	0.877	0.9158	0.7313
<b>Dependent variable</b>				
Motivation	5	0.835	0.8706	0.500

### **3.12 Data Processing and Analysis**

Data were analyzed by using the Statistical Package for the Social Sciences software (SPSS version 20). The following was done during the process of data analysis.

#### **3.12.1 Descriptive statistics**

Descriptive statistics such as frequency and percentages were used to analyze respondent's demographic information such as age, gender, marital status, nature of job

and position. Furthermore, research objectives one and three were also analysed using descriptive statistics. Statistical Package for Social Science (SPSS) version 20 aided the analysis part. Analyzing information using descriptive statistics was beneficial and helped the researcher to facilitate data visualization. Again, allowed data presentation in a meaningful and understandable way, which, in turn, it allowed for a simplified interpretation of the data set in question. Saunders *et al.*, (2012) described that descriptive analysis assists researchers in understanding and arranging of the data collected to give meaningful results. Furthermore, using descriptive statistics enabled the researcher to simplify large amounts of data in a sensible way.

### **3.12.2 Pearson Correlation**

To determine the strength of the association between observable variables to the latent dependent variables, the Pearson correlation analysis was applied. In this study, correlation enabled the researcher to analyse research objective two. Pearson correlation statistical technique helped to measure the strengths of the relationship between two variables. The correlation values ranged between -1 and 1, a correlation of value of -1 was (a perfect negative correlation) while a correlation of 1 was (a perfect positive correlation). A correlation of 0 indicated that (no relationships between the two variables).

### **3.12.3 Missing Values and Outliers**

Kothari and Garg (2014), refer to missing value as the data that the study intended to collect but are not available due to unforeseen circumstances. This is the drawback, as the statistical models cannot work properly when some data are missing (Saunders *et al.*, 2012). Therefore, if the questionnaires distributed were properly attempted and

returned, no missing values for analysis were expected and vice versa (Fisher, 2010) for this study. Outliers (influential points) are the data, which give unknown results on data analysis. Cook's distance (D) is the standard measure used to measure the outliers (Kothari and Garg, 2014) If  $D > 1$ , there will be an indication that there were no outliers. The study considered all of these aspects for authenticity.

### **3.13 Ethical considerations**

Since ethics is the fundamental subject in the research study, the study adhered to all scientific ethics and principles (Kothari, 2014). Saunders *et al.*, (2012) portrayed that in ensuring ethical principles are met, the following important considerations should be followed.

#### **3.13.1 Privacy (Anonymity) of Individuals**

The researcher ethically conducted the study, before data collection, the researcher informed the respondents about the study and its importance and what was to do with the information they need to provide. Besides asking for respondents' consent, the researcher assured them on the confidentiality for the information they were to provide. The privacy of respondents, and their personal information was revealed to an responsible person. The researcher assured them that their personal information could not be revealed.

#### **3.13.2 Use of Power to Influence Respondents**

This refers to the use of forceful action, and coercion to intimidate respondents so that they conform to the needs of the researcher. According to Dworkin (2012), respect for the dignity of research participants was prioritised. Full consent was obtained from the

participants prior to the study (Enon, 1998). The researcher respected any decision made by respondents whether to participate or not to participate.

### **3.13.3 Misconduct in Research Study**

According to Saunders *et al.*, (2012) research misconduct, refers to fabrication, falsification or plagiarism (FFP) in undertaking research, and that inhibits the professional, values and best practices of undertaking the research study. The study adhered to the following during undertaking this study:

#### **3.13.3.1 Fabrication or Manipulation of Data**

These refer to presenting of data that are not trustworthy and are against the principles and values of undertaking the research study (Saunders *et al.*, 2012). Data fabrication can be rooted in poor measurement scale and improper research design, not revealing the conflict of interest if there was, in undertaking the study or manipulation of data in support of the research questions. With this, the researcher ensured that the study instruments were assessed in terms of validity and reliability and were prior checked to establish if they meet the purpose of the studied phenomenon. However, before undertaking the study, a pilot study was undertaken. Notwithstanding that, there was no conflict of interest in undertaking the studied phenomenon.

#### **3.13.3.2 Plagiarism**

Plagiarism is the act of writing someone's findings or literature without acknowledging them (Kothari, 2009). The researcher made sure that all findings, literature and materials from other authors were acknowledged in this study to avoid plagiarism, which is an academic theft in academic writings.

## **CHAPTER FOUR**

### **FINDINGS**

#### **4.1 Overview**

This chapter presents a summary of the study findings and results at the same time draws attention to further discussion of findings and results to be presented in chapter five. It presents the respondents opinions on rewards (extrinsic and intrinsic) administered by the employer, examining the relationship between rewards and employees at the Open University of Tanzania, employees satisfaction with motivation means and rewards offered by the employer, discussion of findings and chapter summary.

#### **4.2 Descriptive Analysis of the Findings**

##### **4.2.1 Demographic Characteristics of Respondents**

Given that, the study was to find out the influence of rewards on employee motivation at the workplace. The study described some of the demographic characteristics of the respondents. This has been necessitated by some of the past studies on employee motivation such as the study by (Pratheepkanth, P., 2019; Prisca, J., 2017; and William A. N., 2010) had shown that demographic characteristics influence rewards on employee motivation, therefore this study described the characteristics of the respondents under the study.

The study presented at first the findings on the respondents' biographic features of (n=246,100%) randomly sampled aiming at finding dominant groups in the sense of aspects such as gender distribution as well as the work experience in determining the influence of rewards on employees' motivation at the workplace. Since the researcher

had planned to conduct the study at the Open University of Tanzania, selected as a case study distributed questionnaires to randomly selected respondents (n=246,100%) being pre-determined although not all responded because for the case of biographic feature only (n=186, 100%) while concerning work experience only (n=185, 100%) responded.

#### **4.2.2 Distribution of the Respondents by Gender**

The researcher intended to find out the representation of respondents by gender, which was among the key characteristic purposely to explain the influence of rewards on employees' motivation at the workplace. The number of (n=186, 100%) respondent presented their opinions through administered questionnaires. In respect of the study findings as far as gender aspect was concerned, the males 94 (50.5%) dominated the females 92 (49.5%) at a marginal disparity of one percent.

#### **4.2.3 Distribution of the Respondents by how long had respondent worked with the University**

The researcher studied the period of how long a respondent has worked with the Open University of Tanzania in order to be ascertained on determining the influence of rewards on employees' motivation at the workplace. The number of (n=185,100%) respondents attempted the questionnaire. The age limit indicated by the respondent period to which worked with the University ranged from less than two (2) years, 3-5 years, 6-10 years and 11years and above. The study finding revealed that 47.6% of respondents who had worked with the University for 11 years and above dominated the study, followed by 37.3% of respondents who had worked for a period ranging from 6-10 years, then 13.5% and 1.6% worked for less than 2 years. The data clearly reveal that the majority of the respondents; about 84.9 percent, had worked for a long at the

OUT, hence to be ascertaining on determining the influence of rewards on employees' motivation at the workplace than the minority; which is about 28 percent, who might not be of the same. Both the findings are statistically summarized in table 4.1

**Table 4.1: Distribution of Participant Demographic Characteristics**

<b>Variable</b>	<b>Frequency (Percentage)</b>
<b>Gender</b>	
Male	94(50.5)
Female	92(49.5)
<b>Age Limit</b>	
Less than 2 years	3(1.6)
3-5 Years	25(13.5)
6-10 Years	69(37.3)
11 years and above	88(47.6)

**Source: Field data, (2022)**

### **4.3 Respondent distribution by Intrinsic and extrinsic Reward Category**

To establish the influence of intrinsic rewards on employee motivation at the workplace, the researcher studied both intrinsic and extrinsic rewards in relation to the research topic. Focusing on extrinsic rewards, the researcher covered (n=186,100%) respondents as well as aspects such as basic salary and performance bonus while on intrinsic rewards (n=184,100%) respondents provided feedback on items such as recognition, learning opportunities, challenging work, appreciation and career advance. All aspects are covered hereunder.

#### **4.3.1 Types of Rewards packages preferred by the OUT staff to boost their working morale**

As explained above, this was the first objective. The objective of the study aimed at identifying the types of reward packages preferred by OUT employees to boost their morale at work. The researcher had a view that packages were a catalyst for employee morale. The following extrinsic reward packages identified and researched are Basic

Salary and Performance Bonus. At the same time, intrinsic rewards packages such as Recognition, Learning Opportunities, Challenging Work, Appreciation and Career Advancement were covered. For the case of extrinsic rewards, two questionnaires were established in order to capture respondent feelings while for intrinsic rewards five questionnaires were set to cover the response of (n=246,100%) respondents although varied in response by being below the target set by (n=186, 100%) respondents participated. A likert scale ranging from 1-5 with the following scaled item (1=strongly disagree, 2=disagree, 3=neutral, 4= agree and 5= strongly disagree) was adopted.

#### **4.3.1.1 Extrinsic Preferred Rewards by the employee**

As briefed previously, the aspect of extrinsic rewards had only two packages researched being Basic Salary and Performance Bonus. The researcher intended to study how the two reward packages contributed to employee morale at work place. The conception behind was that the two were typically administered by the University employee working morale would have been at the peak.

#### **4.3.1.2 Basic Salary Reward**

This was the first item of the study on the influence of intrinsic rewards on employees' motivation at the workplace. The researcher aimed at studying how far Basic Salary influences employee morale at work place. The number of respondents for this aspect was (n=186,100%). The data indicate that the majority of respondents 110 (59.1%) agreed with Basic Salary influences their morale at work place. The data also indicate that 13 (7.0%) disagreed that Basic Salary is not influencing their working morale at work place. Finally, the data indicate that 56 (30.1%) respondents were neutral about



Basic Salary influencing their working morale at work place. These circumstances are summarized in Table 4.2.

**Table 4.2: Statistical distribution of respondents by basic salary reward in absolute frequency (n=186) and percentage (n=100%)**

Basic Salary Reward					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	6	3.2	3.2	3.2
	Disagree	13	7.0	7.0	10.2
	Neutral	56	30.1	30.1	40.3
	Agree	110	59.1	59.1	99.4
	Strongly agree	1	0.6	0.6	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.3.1.3 Performance Bonus Reward

This was the second item on the influence of extrinsic rewards on employee motivation at the workplace. The researcher assumed that with a performance bonus by the University, employee morale at the workplace would have been highest. The respondent that provided their opinions were (n= 186,100%). The findings from the questionnaire indicate that 83 (44.6%) of all the respondents disagreed with the performance bonus reward to motivate them to work. This was followed by 46 (24.7%) of the neutral respondents. Whereby only 28 (15.1%) and 27 (14.5%) of the respondents agreed and strongly disagreed with the same statement respectively. Table 4.3 bellow summarizes the findings explained above.

**Table 4.3: Statistical distribution of respondents by Performance Bonus Reward in absolute frequency (n=186) and percentage (n=100%)**

Performance Bonus Reward					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	27	14.5	14.5	14.5
	Disagree	83	44.6	44.6	59.1
	Neutral	46	24.7	24.7	83.8
	Agree	28	15.1	15.1	98.9
	Strongly agree	2	1.1	1.1	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, 2022

### 4.3.2 Extrinsic Rewards on employees' motivation at the workplace

This was the second aspect concerning extrinsic rewards in relation to employees' motivation at the workplace studied by the researcher. The researcher intended to capture opinions from (n=246,100%) respondents but the response received did not exceed (n=186,100%) and at the same time was below that. Under extrinsic rewards, aspects such as recognition, learning opportunities, challenging work, appreciation, and career advancement were covered. A likert scale ranging from (1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree) was applied. The findings for each item mentioned are presented below in statistical total and percentage distribution.

#### 4.3.2.1 Recognition

This was the first item for extrinsic rewards studied to produce facts on employees' motivation at the workplace that the researcher ambioned to study. The number of (n=184,100%) respondents provided feedback. Findings from this item indicate that 112 (60.9%) respondents agreed with the item that the University is recognizing their hard working that prays to them as a motivational factor and 44 (23.9%) respondents

were neutral with the same statement followed by 17(9.2) respondents who disagreed with the item as summarized by table 4.4 bellow.

**Table 4.4: Statistical distribution of respondent by recognition in absolute frequency (n=184) and percentage (n=100%)**

		<b>Recognition</b>			
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	8	4.4	4.4	4.4
	Disagree	17	9.2	9.2	13.6
	Neutral	44	23.9	23.9	37.5
	Agree	112	60.9	60.9	98.4
	Strongly agree	03	1.6	1.6	100.0
	<b>Total</b>	<b>184</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.3.2.2 Learning opportunities

The researcher examined learning opportunities to establish whether contribute to employee motivation at the workplace or not. The study involved (n= 184.100%) respondents. The findings indicate that 140 (76.1%) respondents agreed and 27 (14.7%) respondents were neutral with the statement that learning opportunity as reward to motivate them. On the other hand, 10 (5.4%) respondents disagreed and 4 (2.2%) respondents Strongly disagreed with the statement. The results are summarized in Table 4.5.

**Table 4.5: Respondent Distribution by learning opportunity in absolute frequency (n=186) and percentage (n=100%)**

		Learning Opportunity			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	4	2.2	2.2	2.2
	Disagree	10	5.4	5.4	7.6
	Neutral	27	14.7	14.7	22.3
	Agree	140	76.1	76.1	98.4
	Strongly agree	03	1.6	1.6	100.0
	<b>Total</b>	<b>184</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.3.2.3 Challenging work

This was among the aspects explored by the researcher in relation to employees' motivation at the workplace. The study involved (n= 186.100%) respondents. The findings indicate that 80 (43.0%) respondents Disagreed and 34 (18.3%) respondents Disagreed were neutral with this item. On the other hand, 58 (31.2%) respondents agreed that challenging work as a reward that motivates to work. The data is summarized in Table 4.6.

**Table 4.6: Respondent Distribution by challenging work in absolute frequency (n=186) and percentage (n=100%)**

		Challenging Work			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	2.7	2.7	2.7
	Disagree	80	43.0	43.0	45.7
	Neutral	34	18.3	18.3	64
	Agree	58	31.2	31.2	95.2
	Strongly agree	09	4.8	4.8	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.3.2.4 Appreciation

This was among the researched items concerning employees' motivation at the workplace. The researcher wanted to find out whether the University appreciates their hard working and the talents that employees are contributing to reach the goals of the activities carried by the University hence making as a reward to motivate them. The study had (n= 185,100%) respondents. The findings from the study indicate that 67 (36.2%) respondents agreed followed by 66 (35.7%) respondents who were neutral about the item. The data also shows that 20 (10.8%) respondents disagreed and 24 (13%) respondents strongly agreed. Table 4.7 below summarizes that data.

**Table 4.7: Respondent Distribution by appreciation in absolute frequency (n=186) and percentage (n=100%)**

		Appreciation			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	8	4.3	4.3	4.3
	Disagree	20	10.8	10.8	15.1
	Neutral	66	35.7	35.7	50.8
	Agree	67	36.2	36.2	87.0
	Strongly agree	24	13.0	13.0	100.0
	<b>Total</b>	<b>185</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.3.2.5 Career Advancement

The study took into account career advancement among employees' motivators at the workplace. The study engaged (n= 185,100%) respondents. The findings indicate that 135 (73%) respondents agreed and 32 (17.3%) respondents were neutral about the item. However, other respondents disagreed with the item as the results summarizes in Table 4.8.

**Table 4.8: Respondent Distribution by appreciation in absolute frequency (n=185) and percentage (n=100%)**

		<b>Career Advancement</b>			
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	6	3.2	3.2	3.2
	Disagree	7	3.8	3.8	7.0
	Neutral	32	17.3	17.3	24.3
	Agree	135	73.0	73.0	97.3
	Strongly agree	5	2.7	2.7	100.0
	<b>Total</b>	<b>185</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.3.2.6 Presentation for Summarized Motivation Packages in Table 4.9

Since motivational reward packages explored ranged from (1-7) in which each tool was analyzed separately, it was necessary for the researcher to condense the percentage scores in terms of (disagree, neutral and agree) in one table apart from respondent variation to some tools studied. The summary was prepared to help readers to identify the tools that scored very high than the others to guide data analysis and interpretation. The summary below in Table 4.9, verified that among seven motivation tools used by the researcher, respondents disagreed on two tools only being Performance Bonus (59.2%) and Challenging Work (45.7%) hence were said to demotivate employees at the workplace. The findings deviated from previous scholars such as (Brone, 2004 and Buberwa, 2015).

Further, the respondent agreed on the following tools as motivators at the workplace whereby Learning Opportunity shone more than all tools (77.7%), followed by Career Advancement (75.5%), Recognition by (62.5%), and Basic Salary by (59.7%). The results resembled findings by previous scholars like (Bryman and Bell, 2007). At the same time, from the summarized Table 4.9 the following tools were termed as

motivators at the workplace although scored below (50%) these were Appreciation (49.0%) and challenging work (45.7%).

All in all, with exception of Performance Bonuses and Challenging Work, the results for other tools of motivation studied such as Learning Opportunity, Career Advancement, Recognition, Basic Salary and Appreciation reflected the finding by scholars like (Daniel et. al., 2006).

**Table 4.9: Summarized Presentation of Motivation Packages in Percentage Scores (n=100%)**

S/N	Intrinsic and Extrinsic Rewards	Number of Respondent	Disagree %	Neutral %	Agree %	Total Percentage
1	Learning Opportunities	184	7.5	14.7	77.7	100%
2	Career Advancement	185	7.0	17.3	75.7	100%
3	Recognition	184	13.6	23.9	62.5	100%
4	Basic Salary	186	10.2	30.1	59.7	100%
5	Performance Bonus	186	59.2	24.9	16.2	100%
6	Appreciation	185	15.1	35.5	49.2	100%
7	Challenging Work	186	45.7	3.0	36.0	100%

Source: Field data, (2022)

#### **4.4 Examining the Relationship between Rewards and Employees at Open**

##### **University Tanzania**

This was the second objective of the study which intended to establish a relationship between rewards and employee motivation at the University. The success of any organization depends much on teamwork and collaboration between the employer and the employees in such a manner that a good relationship and collaboration between employer and employees leads to higher performance and retention of employees. To determine the strength of the association between observable variables to the latent dependent variables, here the Pearson correlation analysis was applied. Pearson

correlation statistical technique helped to measure the strengths of the relationship between two variables. Before findings and interpretation, the correlation values ranged between -1 and 1, correlation of the value of -1 was (a perfect negative correlation) while a correlation of 1 was (a perfect positive correlation). A correlation of 0 indicated that (no relationships between the two variables).

The findings indicate Pearson correlation results between two variables rewards and motivation. Rewards are specified as independent variables and motivation is specified as the dependent variable. Following the correlation coefficient of 0.609 which is greater than 0.5 and its associated probability values of 0.000 which is less than 0.05, it is concluded that, there is a strong significant positive relationship between rewards and motivation. This means that any positive change in rewards, on average, leads to a positive change in motivation. In other words, it can be said, the more the employers reward their employees, the more the employees become motivated. See the results summarized in table 4.10 bellow

**Table 4.10: Correlation between rewards and motivation**

		<b>Rewards</b>	<b>Motivation</b>
<b>Rewards</b>	Pearson Correlation	1	0.609**
	Sig. (2-tailed)		0.000
	N	186	186
<b>Motivation</b>	Pearson Correlation	0.609**	1
	Sig. (2-tailed)	0.000	
	N	186	186

**Source: Field data, (2022)**

#### **4.4.1 The Promotion I have received Boost my Working Morale**

This was the aspect covered that had a personal question for the respondent. It stated that “Promotion I have boost my work morale” aiming at examining whether the relationship between rewards and employee motivation or not. The study involved (n =



185,100%) respondents who had to either Agree, Disagree or be neutral. The findings informed that 38.4% of respondents who were neutral dominated the study in the sense of the relationship between rewards and employee motivation followed by 34.6% that agreed on the same and 27.0% who disagreed. The finding differed from those by (Geffen and Rothenberg, 2000 and Fisher, 2010) who found that promotion boosted employee work morale at work places.

#### **4.4.2 The University offers me an Opportunity for Personal Career Growth**

This was another concern for the study. The researcher assumed that there might be a relationship between opportunities for personal career growth and employee motivation. The study engaged (n=185,100%) respondents. The findings informed that 80.6% of respondents who agreed dominated the study concerning the university offering employees personal career opportunities at the workplace in relation to rewards followed by 10.8 % neutral and 8.6% disagreed. The finding resembled those by (Herzberg et.al., 1959) in the sense that most workplaces offer employees career development paths.

#### **4.4.3 Recognition makes me believe that this University appreciates my Efforts**

The following question posed to respondents was that “Recognition makes me believe that University appreciates my efforts”. The aim was to grasp what one thinks about the same. The study engaged (n=186,100%) respondents. The results proved that 49.5% of respondents being neutral dominated the study in the concerning recognition makes me believe that this University appreciates my efforts followed by 41.5% agreeing respondents and 9.0% disagreed. The finding deviated from those by (Herzberg, 1974

and Kassahun, 2019) who found that recognition signified appreciation for employees' efforts.

#### **4.4.4 Given more work responsibilities makes me think that the University is appreciating my contribution**

This was among the areas covered by the researcher. The question raised by the researcher was that "Given more work responsibilities makes me think that the University is appreciating my contribution". The number of respondents covered was (n=185,100%). The findings revealed that 62.7% of respondents who were neutral dominated the study on given work responsibilities makes one think that his/her contribution is appreciated at the workplace followed by 19.4% who agreed and 17.4% who disagreed. The finding did not reflect the result by (Kreisman, 2002 and Khadija, 2018) who stated that given work responsibility made employees think that their contribution is appreciated by employers.

#### **4.4.5 Have achieved a lot since I started working here**

The last question in the area of motivation was on the achievement of the employee since working at the University. The question posed was "I have achieved a lot since I started working here". The respondents covered were (n=186,100%). The findings depicted that 51.1% of respondents agreed that have achieved a lot since I started working with the University followed by 45.2% who were neutral and 3.7% who disagreed. The results reflected what Kreitner and Kinick, (2014) as well as Kyaruzi, (2017) found during their previous studies.

#### 4.5 Satisfaction with the motivational packages

This was the third objective of the study which aimed at assessing whether employees at OUT are satisfied with the motivational packages given to them by their employer. Under this area, six questionnaires were set to collect and solicit opinions from (n= 246,100%), but the intention was not achieved because respondents who were active were not above (n= 186,100%). The researcher was motivated to know whether employees are satisfied by the way are being recognized, supported towards learning and career advancement, and appreciated as well as how are remunerated through salary and bonuses. A likert scale ranging from (1= Strongly disagree, 2= Agree, 3= Neutral, 4= Agree and 5= Strongly Agree) was established. Below is the analysis of each aspect.

##### 4.5.1 Satisfied with the way I have been recognized

The first part of the questionnaire focused on how the employer recognized employees in the organization. The questionnaire raised was “I am satisfied with the way I have been recognized in this organization”. The study engaged (n= 186, 100%) respondent. The results are statistically summarized in Table 4.11 below:

**Table 4.11: Respondent Distribution by I am satisfied with the way I have been recognized in this organization in absolute frequency (n=186) and percentage (n=100%)**

<b>I am satisfied with the way I have been recognized in this organization</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	08	4.3	4.3	4.3
	Disagree	22	11.8	11.8	16.1
	Neutral	98	52.7	52.7	68.8
	Agree	56	30.1	30.1	98.9
	Strongly agree	02	1.1	1.1	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.5.2 Satisfied with the way the Organization supports learning Opportunities.

This was the next area addressed by the researcher. The question raised to the respondent was “I am satisfied with the way this organization supports my learning opportunities” in order to capture their feeling. The study involved (n=186,100%). The results presented in statistics in Table 4.12 below:

**Table 4.12: Respondent Distribution by I am Satisfied with the way this organization supports my Learning opportunities in absolute frequency (n=186) and percentage (n=100%)**

<b>I am satisfied with the way this organization supports my learning opportunities</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	12	6.5	6.5	6.5
	Disagree	15	8.1	8.1	14.6
	Neutral	36	19.4	19.4	34.0
	Agree	119	64.0	64.0	98.0
	Strongly agree	02	2.0	2.0	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.5.3 Satisfied with the appreciation of the organization

This was the third part covered by the study. The question at hand was “I am satisfied with the appreciation I have been receiving from this organization”. The respondents covered by the study were (n=186,100%). Table 13 statistically summarize the result below:

**Table 4.13: Respondent Distribution by I am satisfied with the appreciation I have been received from this organization in absolute frequency (n=186) and percentage (n=100%)**

<b>I am satisfied with the appreciation I have been receiving from this organization</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	07	3.8	3.8	3.8
	Disagree	21	11.3	11.3	15.1
	Neutral	87	46.8	46.8	61.9
	Agree	67	36.0	36.0	97.9
	Strongly agree	04	2.1	2.1	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.5.4 Satisfied with the way this Organization supports Career Advancement

The fourth area dealt with by this study was the way it supports employees in career advancement. The question raised to respondents was “I am satisfied with the way this organization supports my career advancement”. The respondents under this study were (n=184, 100%). The findings for the study were statistically tabled under Table 4.14 below:

**Table 4.14: Respondent Distribution by I am satisfied with the way this organization supports my career advancement in absolute frequency (n=184) and percentage (n= 100%)**

<b>I am satisfied with the way this organization supports my career advancement</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	05	2.7	2.7	2.7
	Disagree	23	12.5	12.5	15.2
	Neutral	40	21.7	21.7	36.9
	Agree	112	60.9	60.9	97.8
	Strongly agree	04	2.2	2.2	100.0
	<b>Total</b>	<b>184</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 4.5.5 Satisfied with the Basic Salary

This was among satisfaction concerns attempted by (n=183,100%) respondents under the intention to understand their concerns on the same. The question at hand was “I am satisfied with the basic salary I receive in this organization”. The findings are summarized in Table 4.15 below:

**Table 4.15: Respondent Distribution by I am satisfied with the basic salary I receive in this organization in absolute frequency (n=183) and percentage (n=100%)**

<b>I am satisfied with the basic salary I receive in this organization</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	05	6.7	6.7	6.7
	Disagree	29	15.8	15.8	22.5
	Neutral	123	67.2	67.2	89.7
	Agree	18	9.8	9.8	99.5
	Strongly agree	01	0.5	0.5	100.0
	<b>Total</b>	<b>183</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### 5.5.6 Satisfied with Performance Bonus

This was among areas covered under employee satisfaction by the researcher whereby (n=186,100%) respondents provided feedback. The question raised was “I am satisfied with the performance bonus I have been receiving in this organization”. The statistical summary of the results are presented in Table 4.16 below:

**Table 4.16: Respondent Distribution by I am satisfied with the performance bonus I have been receiving in this organization in absolute frequency (n=186) and percentage (n= 100%)**

<b>I am satisfied with the performance bonus I have been receiving in this organization</b>					
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>	<b>Cumulative Percent</b>
Valid	Strongly disagree	38	20.4	20.4	20.4
	Disagree	71	38.2	38.2	58.6
	Neutral	58	31.2	31.2	89.8
	Agree	17	9.1	9.1	98.9
	Strongly agree	02	1.1	1.1	100.0
	<b>Total</b>	<b>186</b>	<b>100.0</b>	<b>100.0</b>	

Source: Field data, (2022)

#### **4.5.7 Summarized Presentation for Satisfaction with Motivational Rewards in Table 4.17**

This was a part of the third objective of the study, which tested employee feelings on motivational rewards administered to them by the organization. Under this area, six questionnaires were administered to solicit opinions. Each questionnaire was analyzed separately thus inviting the researcher to set percentage scores in terms of (disagree, neutral and agree) in one table regardless of respondent response variation. The essence of the summary above was to enable readers to grasp the results in a summarized form under table 4.17.

In summary of the third objective, the respondents who were neutral on the following aspects “I am satisfied with the basic salary I receive in this organization” (67.2 %) shone than all aspects tested followed by those who agreed on “I am satisfied with the way this organization supports my learning opportunities” (66.0%) and “I am satisfied with the way this organization supports my career advancement” (63.1%) and who disagreed on I am satisfied with the performance bonus I receive in this organization

were (58.6%) then those who were neutral “I am satisfied with the way I have been recognized in this organization” (52.7%) as well as “I am satisfied with the appreciation I have been receiving from this organization” (46.8%). The finding of the study resembled those of (Smith et. al., 2015).was dominated by respondents who were neutral in these areas; The results on these aspects reflected what was observed by (Yamane,1967 and Wilson, 2016) in their previous studies.

**Table 4.17: Summarized Presentation for Satisfaction with Motivational Packages in Percentage Score (n=100%)**

S/N	Satisfaction with Motivational Packages	Number of Respondents	Disagree %	Neutral %	Agree	Total Percentage
1	I am satisfied with the basic salary I receive in this organization	183	22.5	67.2	10.3	100%
2	I am satisfied with the way this organization supports my learning opportunities	186	14.6	19.4	66.0	100%
3	I am satisfied with the way this organization supports my career advancement	184	15.2	21.7	63.1	100%
4	I am satisfied with the performance bonus I receive in this organization	186	58.6	31.2	10.2	100%
5	I am satisfied with the way I have been recognized in this organization	186	16.1	52.7	31.2	100%
6	I am satisfied with the appreciation I have been receiving from this organization	186	15.1	46.8	38.1	100%

**Source: Field data, (2022)**



## **4.6 Discussion of findings**

### **4.6.1 Types of reward packages preferred by OUT employees.**

The researcher divided rewards packages preferred by OUT employees to boost their working morale into two categories intrinsic and extrinsic rewards. Two questionnaires were administered for the side of intrinsic rewards, while for extrinsic rewards five questionnaires were covered. The study also dealt with understanding the tools applied by the University to motivate employees

### **4.7 Extrinsic Preferred Rewards by the employee**

As briefed previously, the aspect of extrinsic rewards had only two packages researched being Basic Salary and Performance Bonus. The researcher intended to study how the two reward packages contributed to employee morale at the workplace. The conception behind was that the two were typically administered by the University employee working morale would have been at the peak.

#### **4.7.1 Basic Salary Reward**

This was the first item of the study on the influence of intrinsic rewards on employees' motivation at the workplace. The researcher aimed at studying how far Basic Salary influence employee morale at the workplace does. The number of respondents for this aspect was (n=186,100%). The findings proved that the study was dominated by respondent that agree (n= n =111, 59.7%) that agree, followed by (n=56, 30.1%) neutral and (n=19, 10.2%) disagree. From the findings, it was imperative that basic salary was a tool for influencing employees' motivation at the workplace. The finding supported ideas by (Amabile, 1993 and Alade, 2015) who found that workplace employee morale

was attracted by the attractive basic salary offered by the employer. This indicated that the level of motivation contributes to their performance.

#### **4.7.2 Performance Bonus Reward**

This second item was on the influence of extrinsic rewards on employee motivation at the workplace. The researcher assumed that with a performance bonus by the University, employee morale at the workplace would have been highest. The respondent that provided their opinions were (n= 186,100%). The study findings stated that respondents who disagreed dominated the study (n=110, 59.1%), followed by neutral (n=46, 24.7%) and last were those who agree (n=30, 16.2%). Therefore, the performance bonus offered by the University demotivated employees. The findings of the study differed from those (Monke, H. 2006.) who observed that performance bonuses attracted workplace morale.

#### **4.8 Extrinsic Rewards on employees' motivation at the workplace**

This was the second aspect concerning extrinsic rewards in relation to employees' motivation at the workplace studied by the researcher. The researcher intended to capture opinions from (n=246,100%) respondents but the response received did not exceed (n=186,100%) and at the same time was below that. Under extrinsic rewards, aspects such as recognition, learning opportunities, challenging work, appreciation, and career advancement were covered. A likert scale ranging from (1= Strongly Disagree, 2=Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree) was applied. The findings for each item mentioned are presented below in statistical total and percentage distribution.

#### **4.8.1 Recognition**

This was the first item for extrinsic rewards studied to produce facts on employees' motivation at the workplace that the researcher ambitioned to study. The number of (n=184,100%) respondents provided feedback. Table 5.3 present the results in statistical total and percentage. The findings informed that the study was dominated by (n= 115, 62.5%) respondents who agreed that recognition motivated employees at the workplace followed by, (n=44, 23.9%) respondents being neutral and last were (n=25, 13.6%) respondents. It is imperative that recognition at the University motivated employees. The findings were similar to those by (Ali and Ahamed,2017) who found that with recognition, employee morale goes up at the workplace.

#### **4.8.2 Learning opportunities**

The researcher examined learning opportunities to establish whether contribute to employee motivation at the workplace or not. The study involved (n= 184.100%) respondents. The findings presented that (n=143, 77.7%) that agreed on learning opportunities as an employee motivator at the workplace dominated the study followed by (n=27, 14.7%) being neutral and (n=14, 7.5%) disagreed. The finding evidenced that learning opportunities offered by the University motivated employees. The results did not deviate from those by (Armstrong 2002, 2007 and 2015)

#### **4.8.3 Challenging work**

This was among the aspects explored by the researcher in relation to employees' motivation at the workplace. The study involved (n= 186.100%) respondents. The findings indicated that (n=85, 45.7%) that disagreed on challenging work as an employee motivator at the workplace dominated the study followed by (n=67, 36%)

who agreed and (n=34, 18.3%) who were neutral. The finding evidenced that challenging work offered by the University demotivated employees. The results did not resemble the finding by (Amkiasamy et. al, 2018).

#### **4.8.4 Appreciation**

This was among the researched items concerning employees' motivation at the workplace. The study had (n= 185,100%) respondents. The findings revealed that (n=91, 49.2%) agreed on appreciation being among motivators at the workplace dominated the study followed by (n=66, 35.7%) being neutral and (n=28, 15.1%) disagreed. The results were similar to the findings by Barton, (2015) and Beer, et. al., (2017).

#### **4.8.5 Career Advancement**

The study took into account career advancement among employees' motivators at the workplace. The study engaged (n= 185,100%) respondents. Table 5.7 statistically summarizes the finding. The findings revealed that (n=140, 75.7%) agreed that career advancement motivated employees at the workplace followed by (n=32, 17.3%) being neutral and (n=13, 7.0%) disagreed. The finding also informed that the University was keen on employee career advancement as an academic institution. The finding portrayed that appreciation by the University authority motivated employees. Similarly, the results concurred with the findings (Balletine, 2015).

### **4.9 Chapter Summary**

To summarize the chapter on reward packages preferred by OUT employees to boost their working morale, seven reward items used by the University ranging from (1-7)

were covered by the study. Therefore, the researcher had to condense the percentage scores in terms of (disagree, neutral and agree) in one table to establish the types of rewards that scored very high than the others. It was revealed that among seven motivation tools used by OUT, respondents disagreed on two tools only Performance Bonus (59.2%) and Challenging Work (45.7%) in the sense that demotivated their working morale. The findings deviated from findings by previous scholars such as (Brone, 2004 and Buberwa, 2015). The reason for deviation might be that in public institutions performance bonuses were not administered because of structured unchallenging jobs as well as fixed budgets. Further, the previous studies concentrated much on private institutions.

Notwithstanding, the respondent agreed on the following tools motivating working morale at the workplace. These included Learning Opportunity which scored (77.7%), followed by Career Advancement (75.5%), Recognition by (62.5%), and Basic Salary (59.7%) and appreciation which scored (49.2%) which was below 50%. The results resembled findings by previous scholars like (Daniel et,al,, 2006 and Bryman and Bell, 2007). The finding was similar due to the fact that these were applicable in public institutions.

**Table 4.18: Summarized Presentation of Motivation Packages in Percentage Score (n=100%)**

S/N	Intrinsic and Extrinsic Rewards	Number of Respondents	Disagree %	Neutral %	Agree %	Total Percentage
1	Learning Opportunities	184	7.5	14.7	77.7	100%
2	Career Advancement	185	7.0	17.3	75.7	100%
3	Recognition	184	13.6	23.9	62.5	100%
4	Basic Salary	186	10.2	30.1	59.7	100%
5	Performance Bonus	186	59.2	24.9	16.2	100%
6	Appreciation	185	15.1	35.5	49.2	100%
7	Challenging Work	186	45.7	3.0	36.0	100%

Source: Field data, (2022)

#### **4.10 Relationship between Rewards and employees' motivation**

The second objective focused on examining the relationship between rewards and employee motivation at the Open University of Tanzania whereby four questionnaires dealt to establish the same.

#### **4.11 Examining the Relationship between Rewards and Employees at Open University Tanzania**

The item on the relationship between Rewards and employees sought to find out whether or not the relationship between the employees was a motivating factor at the workplace. When the success of any organization depends much on teamwork and collaboration between employer and employees in such a manner that good relationships and collaboration among employer and employees bring about higher performance. The findings indicate Pearson correlation results between two variables rewards and motivation. Rewards are specified as independent variables and motivation is specified as the dependent variable. Therefore, the interpretation is said that,

following the correlation coefficient of 0.609 which is greater than 0.5 and its associated probability values of 0.000 which is less than 0.05, it is concluded that, there is a strong significant positive relationship between rewards and motivation. This means that any positive change in rewards, on average, leads to a positive change in motivation.

#### **4.12 Satisfaction with the motivational packages**

This was the third objective of the study which aimed at assessing whether employees at OUT are satisfied with the motivational packages given to them by their employer. Under this area, six questionnaires were set to collect and solicit opinions from (n= 246,100%), but the intention was not achieved because respondents who were active were not above (n= 186,100%). A likert scale ranging from (1= Strongly disagree, 2= Agree, 3= Neutral, 4= Agree and 5= Strongly Agree) was established and the results were as follows:

##### **4.12.1 Satisfied with the way I have been recognized**

The first part of the questionnaire focused on how the employer recognized employees in the organization. The questionnaire raised was “I am satisfied with the way I have been recognized in this organization”. The study engaged (n= 186, 100%) respondent. The outcome of the study informed that (52.7%) who were neutral dominated the study, followed by 31.2% who agreed at last were 16.1% of respondents that disagreed. The outcome of the study differed from the finding by (Monke, 2006 and Nadeem et.al., 2014) who found that employees are satisfied based on the way are recognized by the organization.

#### **4.12.2 Satisfied with the way the Organization supports learning opportunities.**

This was the next area addressed by the researcher. The question raised to the respondent was “I am satisfied with the way this organization supports my learning opportunities” in order to capture their feeling. The study involved (n=186,100%). The outcome of the study presented that (64.0%) agreed that were satisfied with the way the organization support learning opportunities dominated the study, followed by 19.4% who are neutral at last were 8.1% of respondents disagreed. The outcome of the study did not differ from the finding by (Olikoski, 1991 and Noor et.al., 2020) who observed that employees are satisfied when organizations provide them with learning opportunities and support.

#### **4.12.3 Satisfied with the appreciation of the organization**

This was the third part covered by the study. The question at hand was “I am satisfied with the appreciation I have been receiving from this organization”. The respondents covered by the study were (n=186,100%). The results of the study presented that neutral respondents (46.8%) dominated the study, followed by 36.0% who agreed then (11.3%) respondents disagreed. The outcome of the study differed from the finding by (Opu, 2008 and Pratheepkant, 2019) who observed that employees are satisfied when being recognized by the organization. Table 18 statistically summarize the result

#### **4.12.4 Satisfied with the way this Organization supports Career Advancement**

The fourth area dealt with by this study was the way it supports employees in career advancement. The question raised to respondents was “I am satisfied with the way this organization supports my career advancement”. The respondents under this study were (n=184, 100%). The study informed that (60.9%) agreed on the way the organization



supported career advancement, followed by (21.7%) neutral and 12.5% respondents disagreed. The study supported the finding by (Quresh, et.al., 2012 and Prisca, 2017) who discovered that in all organizations encouraging career development satisfied employees and were dedicated to working.

#### **4.12.5 Satisfied with the Basic Salary**

This was among satisfaction concerns attempted by (n=183,100%) respondents under the intention to understand their concerns on the same. The question at hand was “I am satisfied with the basic salary I receive in this organization”. The results of the study indicated that neutral respondents (67.2%) dominated the study, followed by (15.8%) who disagreed and at last were (9.8%) of respondents who agreed. The outcome of the study was similar to those by (Ryan et.al., 2000 and Rajasekar,2014) presented that employees in Public Organizations almost are either neutral or disagree when basic salary is mentioned.

#### **4.12.6 Satisfied with Performance Bonus**

This was among areas covered under employee satisfaction by the researcher whereby (n=186,100%) respondents provided feedback. The question raised was “I am satisfied with the performance bonus I have been receiving in this organization”. The results of the study indicated that respondents disagreeing (38.2%) dominated the study, followed by (31.2%) who were neutral and last were (9.1%) respondents who agreed. The outcome of the study was similar to those by (Vrooms, 1964 and Rai et.al., 2012) who presented that employees in Public organizations are almost dissatisfied with the performance bonus offered and sometimes bonuses are not considered by the employer.

## **CHAPTER FIVE**

### **CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Overview**

The purpose of the study was to determine the influence of rewards on employees' motivation at the workplace; the study was conducted at the Open University of Tanzania (OUT) and opted for this area due to its nature. The OUT is an ODL institution and most of its activities work through the internet so; it is a unique university in Tanzania as compared with conventional universities.

Chapter one was concerned with the overview of the study, and background information of the study. It also presented the statement of the problem as well as research objectives guiding this study by determining the influence of rewards on employee motivation at the workplace. Furthermore, it also presented the research questions, the significance of the study and the organization of the study. Chapter two presented conceptual definitions of the keywords of this study, the empirical and theoretical literature review by critically discussing, and reviewing the influence of rewards on employee motivation at the workplace, hence establishing the gap. The chapter also outlined the theories and concepts relating to the study which were guided by Herzberg's Two-Factor Theory, as the supporting theory. Chapter three presented the research methodology used in this study in relation to the objectives when determining the influence of rewards on employees' motivation at the workplace. Chapter four presented the findings and the results of the studied objectives. Chapter five discussed the findings that were summarized and presented in chapter four. The chapter therefore,

compared those findings with past studies of the same phenomenon in the theoretical and empirical undertakings.

This chapter presents a summary of the results of the study, thus giving out the conclusions on the theoretical knowledge contribution of the integrated theory and recommendations. The chapter also presents the limitations of the study and the necessary need for future studies on the influence of rewards on employee motivation at the workplace.

## **5.2 Summary of the study findings**

The overall purpose of the present study was to determine the influence of rewards on employees' motivation at workplace. Having an understanding on the influence of rewards on employees' motivation at workplace as suggested in previous studies (for example Vrooms, 1964, Williams, 2010 and Wilson, 2016) to mention a few, it was imperative to conduct and foster the study using all tenants and techniques suggested through adoption of a deductive approach.

A total number of (n=246, 100%) respondents were sampled but those who attempted and returned questionnaires were (n=186, 100%) though to some contexts were below this number. The researcher approached the study using a probability sampling design. The biographic characteristics of respondents showed that males dominated by (n=94, 50.5%) as compared with females (n=92, 49.5 %) which was a slight disparity of (n=2, 1.0%).

Finally the researcher explored working experience of respondents basing on how long the respondent had worked with the University, the study was dominated by respondent who had worked for a period of 11 years and above (n=88, 47.6%), followed by (n=69,

37.3%) respondent who had worked for about 6- 10 years, then (n=25, 13.5%), and last (n=2, 1.6%) who had worked for less than two years with the university.

### **5.3 Implication of the Results**

Addressing the research objectives as stated above the present study contributes in terms of widening the theoretical understanding in determining the influence of rewards on employee motivation at the workplace. The greatest contribution is that the model of determining the influence of rewards on employee motivation at the workplace in previous studies expanded into a modified systems model to include the concern of the organization, employees' feelings towards rewards, employees' motivation and satisfaction with rewards in relation with boosting their working morale. The other contributing aspect of the study was to describe the required behavior and willingness of public institutions when supporting sustainable employee working morale in relation to the research objective and question.

Theoretically, the findings of the present study have extended the understanding of determining the influence of rewards on employee motivation at the workplace as well as boosting employee working morale through administered rewards by the organization to achieve organizations' performance and customers' satisfaction to generate the organization win-win business position. The broadened understanding would be as useful input for future studies.

Also with so much emphasis on determining the influence of rewards on employee motivation at the workplace, the present study presented a theoretical framework for practitioners, managers, scholars, and researchers in understanding the relationship between the study variables and overall employee satisfaction. The framework for the

study developed from the researcher's own interpretation and adaptation derived from various sources advanced the link between the existing knowledge in determining the influence of rewards on employee motivation at the workplace should be applied as a strategy to achieve employees' satisfaction through administered rewards. The theoretical framework highlighted under the result described relationships that help to provide a wider understanding of the study. The results shed new light on the theoretical understanding in determining the influence of rewards on employee motivation at the workplace.

Further, in terms of the managerial implication, the empirical results of the present study provide valid evidence that the managerial role is important in determining the influence of rewards on employee motivation at the workplace and work morale boosting. The managerial strategy on in determining the influence of rewards on employee motivation at the workplace should focus on satisfying employees and customers. The findings revealed that the majority of respondents were optimistic about the importance of managers in administering pre-determined rewards and boosting employee's working morale by application of managerial strategies and techniques as a gear towards employee satisfaction at the workplace. This revealed that managerial employees' rewarding strategies and techniques positively affect employee satisfaction at the workplace.

As far as the policy implication was approached, the study findings revealed that employee satisfaction at the workplace was directly connected with the organization rewarding policy for future development and productivity. The role of the organization and the government therefore is to develop and implement policies that create enabling

environment to support the sustainable employee in order to satisfy employees, customers and organizations' performance.

## **5.4 Conclusions**

### **5.4.1 Concern for identifying types of reward packages preferred by OUT employees to boost their working morale.**

This was the first research objective that aimed at identifying types of reward packages preferred by Open University of Tanzania (OUT) employees to boost their working morale. The researcher had a thought that employees for their satisfactions prefer not all rewards; by examining the identified types of rewards offered by the university. However, the researcher shall start discussing tenants that dominated the study in terms of highest number of respondents as well as percentage score.

Focusing on learning opportunities (n=143, 77.7%) that agreed on learning opportunities dominated the study followed by (n=27, 14.7%) being neutral and (n=14, 7.5%) disagreed. The finding provided an insight that the University offered employees with such opportunity hence preferred reward to boost employees' working morale. The results matched with those by (Smith et. al., 2015 and Pateoepkanth, 2019). At the same time, the findings on career advancement revealed that (n=140, 75.7%) agreed that it motivated employees at work place followed by (n=32, 17.3%) being neutral and (n=13, 7.0%) disagreed. The results of the study informed that the University was keen on employee career advancement hence preferred the same as a booster of their working morale. Similarly, the results concurred with the findings by (Longo, 2014 and Nadeem et.al., 2014).

In the sense of recognition as employees' preferred reward to boost their working morale, the findings continued to inform that (n= 115, 62.5%) agreeing respondents dominated the study hence recommended that the University recognition motivated them, followed by, (n=44, 23.9%) respondents being neutral and last were (n=25, 13.6%) respondents. It is imperative that when employees are recognised become motivated. The findings were similar to those by (Opu, 2008 and Prisca, 2017) who found that with recognition, employee morale at work place become boosted. Notwithstanding, the study proved by domination of (n= 111, 59.7%) respondents who agreed that basic salary was among preferred reward packages to boost their work morale followed by (n=56, 30.1%) neutral respondents as well as (n=19, 10.2%) respondent who disagreed. The study did not deviate from the previous study by (Leshabari, 2018) that discovered the same.

Concerning appreciation as a reward package preferred by the university employees to boost their work morale, it was revealed that respondents (n=71, 49.2%) who agreed that the University recognition motivated them dominated the study followed by (n=66, 35.7%) who were neutral and last were (n=28, 15.1%) respondents who disagreed. However, the results revealed the truth that recognition was as employee preferred reward to boost their working morale as it was previously discovered by (James and George,2008) during the previous studies.

The findings also informed that respondents disagreed that on some of reward packages in the sense of not being preferred. On performance bonus (n=111, 59.7%) respondents dominated by disagreeing that it was not a preferred reward to boost their working morale followed by (n=46, 24.7%) respondents who were neutral and (n=19, 10.2%)

respondents that disagreed. It seems that in Public Institutions performance bonus are less administered as compared to private institution. The results deviated from those by (Kreisman and Khadija, 2018) who found that employees preferred performance bonus as their working morale booster.

Furthermore, (n=85, 45.7%) respondent disagreed that challenging work was not a preferred reward to boost their working morale, followed by (n=67, 36.0%) who agreed and (n=34, 18.3%) respondents being neutral. It seems that in public service it takes time to review jobs to make them attractive as compared to private institutions. This might be a point that made the respondents to not prefer challenging work as a reward to boost their performance. The results also deviated from the findings by (Brone, 2004 and Fisher, 2010) who found the same being a booster of employee working morale.

## **5.5 Recommendations**

### **Types of reward packages preferred by OUT employees to boost their working morale**

This was the first research objective that aimed at identifying types of reward packages preferred by the Open University of Tanzania (OUT) employees to boost their working morale. The researcher thought that employees for their satisfaction prefer not all rewards; by examining the identified types of rewards offered by the university.

#### **5.5.1 Learning Opportunity**

Focusing on learning opportunity, the findings revealed that learning opportunity has a sign that influences employees' motivation at the workplace. This shows the results that the University offered employees with such an opportunity and hence assess as the motivational package reward preferred to boost their working morale at the workplace.



The optimistic awareness of perceived learning opportunities can be caused due to environmental changes such as technology and various operations in their working place as well as in their lifetime.

### **5.5.2 Career Advancement**

The findings revealed that the University was keen on employee career advancement that influences the employees' motivation at the workplace. Detailed analysis indicates that career advancement had significantly associated with having better accessibility to advance their career to boost their working morale.

The results conclude that employees will be advancing their careers if they see them adding knowledge to their careers and this can be due to employees being self-independent in their working place without supervision. Therefore, the University should continue to offer an opportunity for employees' career advancement.

### **5.5.3 Recognition**

In the sense of recognition as employees' preferred reward to boost their working morale, the findings continued to inform significant results on the influence of rewards on employees' motivation at the workplace therefore recommending that the University recognition motivated them therefore recommended that University has to continue to recognize their employees. This concludes therefore that the influence of rewards on employees' motivation was significantly influencing them as a reward motivation on their working place may be due to the fact that employees feel at home and comfortable in their working place.

#### **5.5.4 Basic Salary**

Notwithstanding, the study proved that there were significant results associated with the basic salary and the significance was above 50%. Therefore the University offered a significant basic salary as one of the employees' motivational packages preferred by employees hence, should continue attracting existing employees and potential employees with special talents or professionals to join the University for better performance given that it is a unique university compared to other Universities here in Tanzania.

Before winding up, the findings informed that respondents disagreed that on some of the reward packages in the sense of not being preferred such as a performance bonus was not a preferred reward to boost their working morale by (59.7%) respondents followed by (24.7%) of respondents who were neutral. This shows that, it seems that in Public Institutions performance bonus is less or not administered as compared to a private institution

Furthermore, challenging work was not also a preferred reward to boost their working morale. This seems that in public service it takes time to review jobs to make them attractive as compared to private institutions. This might be a point that made the respondents not prefer challenging work as a reward to boost their performance.

#### **5.6 Employee Satisfaction with motivational packages**

The third study objective assessed whether employees at the Open University of Tanzania are satisfied with the motivational packages given to them by their employer. A number of six questionnaires were administered based on previous findings by scholars such as (Kreitner and Kinick, 2014 and Kassahun, 2019) to list some.

Opinions were collected from respondents which did not exceed (n=186,100%). However, the study revealed that neutral respondents dominated in three areas of questionnaires, and those who agreed dominated also in three questionnaires. No questionnaire was dominated by disagreeing respondents under this area of study.

### **5.6.1 Satisfaction with the recognition**

The first area covered was to study employees' satisfaction with recognition by the organization. The questionnaire administered was "I am satisfied with the way I have been recognized in this organisation". It covered (n=186,100%) The findings revealed that most of the respondents were in between the positions by (52.7%). This can be concluded that the university recognises its employees or does not recognize its employees to motivate their working morale.

### **5.6.2 Learning opportunity**

Next, the study tested employees' satisfaction with the way the organisation supported learning opportunities. The question rose to (n=186, 100%) respondent was "I am satisfied with the way this organisation supports my learning opportunities. The results informed that employees were satisfied with the University's efforts to support their learning opportunities by (66%)

### **5.6.3 Challenging work**

The question that rose to the respondent was "I am satisfied when I am given challenging work" the results revealed that employees are not satisfied with the given challenging work. This may be due to work needing budget resources to perform which

leads to too many challenging jobs hence making it not a preferred motivation package to satisfy them from their working place.

#### **5.6.4 Career Advancement**

The findings informed that the University was keen on employee career advancement as an academic institution hence making the employee satisfied. This marked as a reward motivator to employees at the workplace. Another satisfaction was basic salary whereby employees seem to be satisfied by the basic salary given by the University.

Before winding up, the findings informed that respondents are not satisfied with some reward packages such as appreciation and performance bonuses. This shows that, the University does not appreciate its employees and also, it seems that in Public Institutions performance bonus is less or not administered as compared to a private institution

#### **5.7 The implication of the study**

Addressing the research objectives as stated above the present study contributes in terms of widening the theoretical understanding in determining the influence of rewards on employee motivation at the workplace. The greatest contribution is that the model of determining the influence of rewards on employee motivation at the workplace in previous studies expanded into a modified systems model to include the concern of the organization, employees' feelings towards rewards, employees' motivation and satisfaction with rewards in relation with boosting their working morale. The other contributing aspect of the study was to describe the required behavior and willingness of public institutions when supporting sustainable employee working morale in relation to the research objective and question.

Theoretically, the findings of the present study have extended the understanding of determining the influence of rewards on employee motivation at the workplace as well as boosting employee working morale through administered rewards by the organization to achieve organizations' performance and customers' satisfaction to generate the organization win-win business position. The broadened understanding would be as useful input for future studies.

Also with so much emphasis on determining the influence of rewards on employee motivation at the workplace, the present study presented a theoretical framework for practitioners, managers, scholars, and researchers in understanding the relationship between the study variables and overall employee satisfaction. The framework for the study developed from the researcher's own interpretation and adaptation derived from various sources advanced the link between the existing knowledge in determining the influence of rewards on employee motivation at the workplace should be applied as a strategy to achieve employees' satisfaction through administered rewards. The theoretical framework highlighted under the result described relationships that help to provide a wider understanding of the study. The results shed new light on the theoretical understanding in determining the influence of rewards on employee motivation at the workplace.

Further, in terms of the managerial implication, the empirical results of the present study provide valid evidence that the managerial role is important in determining the influence of rewards on employee motivation at the workplace and work morale boosting. The managerial strategy on in determining the influence of rewards on employee motivation at the workplace should focus on satisfying employees and

customers. The findings revealed that the majority of respondents were optimistic about the importance of managers in administering pre-determined rewards and boosting employee's working morale by application of managerial strategies and techniques as a gear towards employee satisfaction at the workplace. This revealed that managerial employees' rewarding strategies and techniques positively affect employee satisfaction at the workplace.

As far as the policy implication was approached, the study findings revealed that employee satisfaction at the workplace was directly connected with the organization rewarding policy for future development and productivity. The role of the organization and the government therefore is to develop and implement policies that create enabling environment to support the sustainable employee in order to satisfy employees, customers and organizations' performance.

### **5.8 Limitations of the study**

Limitations of the study are the factors that hinder the conducting and efficiency of the study (Schwartz, 2006). This study was conducted at the Open University of Tanzania being among Public Higher Learning Institutions in Tanzania. Given that, the research for the study covered only the Open University of Tanzania segment and the findings were specific to the particular Institution and so could not be generalized to other similar Institutions of the business. Again, it is sometimes difficult to measure the motivation and satisfaction level of employees as people have different motivation and satisfaction levels and so it is sometimes likely for the respondents to provide unrealistic responses just to suit their interests, which may be biased.

There were a number of limitations inherent in this research design. One of the significant limitations is that the findings of this study cannot be generalized to younger groups less than 18 years who are legally not employees.

Another study limitation associated with the study research design is that the findings of the study cannot be generalized to research design beyond a cross sectional deductive design. However, it made clear that the study design proved that employee satisfaction in public institutions could not happen without establishing attractive rewarding systems. The additional limitation of the study in line with the research design is that the findings of this study cannot be generalized to public institutions outside Tanzania where the study did not conduct.

Despite these limitations, the study contributes significant information that can contribute to a more differentiated and in-depth academic and managerial discussion of the relevant issues when determining the influence of rewards on employee motivation at the workplace. It leads to an initial description of pressing concerns about the strategies to be used by public institutions in determining the influence of rewards on employee motivation at the workplace. The study also highlights the need for broader and more controlled studies in the subject area to allow for more findings and generalizations.

### **5.9 Areas for further Research**

Since the study concentrated on ODL institution with limited sample, the researcher recommends that a similar study can be conducted in other non-ODL institution to compare the study between the ODL and non-ODL institution on the Influence of

rewards on employee motivation at work place using different methodology to test the reliability of the results for the countrywide generalization.



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## APPENDICES

### Appendix I: Questionnaire

Dear Respondent,

I am Mwaja Sarah, a postgraduate student at The Open University of Tanzania pursuing a Master's Degree of Human Resource Management programme. I am conducting a study on “The influence of rewards on Employee motivation at the workplace” in your organization as part of the requirement of this programme. I am kindly requesting you spare a few minutes to fill out this questionnaire. The information collected will be used entirely for academic purposes. No information will be displayed to anyone therefore; you are free to stop taking part in this study if you feel uncomfortable.

#### SECTION A: Background Information

1. Gender

(a) Male

(b) Female

2. How long have you been working in this organization?

(a) Less than 2 years

(b) 3-5 years

(c) 6-10 years

(d) 11 years and above

#### SECTION B: REWARD

In the following section, you are given several statements regarding reward, you will need to rate those statements based on your agreement by ticking once in the area where

it is appropriate to you on a 5-point likert scale ranging from 1 (strongly disagree), 2(disagree), 3(neutral), 4(agree), 5 (strongly agree)

S/N	Reward Items	Reward Items	1	2	3	4	5
4	Extrinsic Reward	Basic salary					
5		Performance bonus					
6	Intrinsic Rewards	Recognition					
7		Learning opportunities					
8		Challenging work					
9		Appreciation					
		Career Advancement					

### SECTION C: MOTIVATION

In the following section, you are given several statements regarding motivation and job satisfaction packages, you will need to rate those statements based on your agreement by ticking once in the area where it is appropriate to you on a 5-point likert scale ranging from 1 (strongly disagree), 2(disagree), 3(neutral), 4(agree), 5 (strongly agree).

S/N	Motivation Items	1	2	3	4	5
10	The promotion I have received boost my working morale					
11	This university offers me an opportunity for personal career growth					
12	Recognition makes me believe that this university appreciates my effort					
13	Given more work responsibilities makes me think that the university is appreciating my contribution					
14	I have achieved a lot since I started working here					



**SECTION D: SATISFACTION WITH THE REWARDS GIVEN BY THE EMPLOYER**

In the following section, you are given several statements regarding satisfaction with the rewards given by the OUT employer. You will need to rate those statements based on your agreement by ticking once in the area where it is appropriate to you on a 5-point likert scale ranging from 1 (strongly disagree), 2 (disagree), 3(neutral), 4(agree), 5 (strongly agree).

S/N	Satisfaction with reward Items	1	2	3	4	5
15	I am satisfied with the way I have recognized in this organization					
16	I am satisfied with the way this organization support my learning opportunities					
17	I am satisfied when I am given challenging work					
18	I am satisfied with the appreciation I have been receiving from this organization					
19	I am satisfied with the way this organization support my career advancement					
20	I am satisfied with the basic salary I receive in this organization					
21	I am satisfied with the performance bonus I have been receiving in this organization					

**Thank you for taking part in this study**

## Appendix II: Research Clearance letter

### THE OPEN UNIVERSITY OF TANZANIA

#### DIRECTORATE OF POSTGRADUATE STUDIES

P.O. Box 23409  
Dar es Salaam, Tanzania  
<http://www.openuniversity.ac.tz>



Tel: 255-22-2668992/2668443  
ext.2101  
Fax: 255-22-2668759  
E-mail: [dpgs@out.ac.tz](mailto:dpgs@out.ac.tz)

**Our Ref: PG201705976**

**11<sup>th</sup> August 2021**

Deputy Vice Chancellor Academic (DVC-AC),  
The Open University Tanzania,  
P. O. Box 23409,  
**DAR ES SALAAM.**

#### **RE: RESEARCH CLEARANCE**

The Open University of Tanzania was established by an Act of Parliament No. 17 of 1992, which became operational on the 1<sup>st</sup> 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 1<sup>st</sup> January 2007. In line with the Charter, the Open University of Tanzania mission is to generate and apply knowledge through research.

To facilitate and to simplify research process therefore, the act empowers the Vice Chancellor of the Open University of Tanzania to issue research clearance, on behalf of the Government of Tanzania and Tanzania Commission for Science and Technology, to both its staff and students who are doing research in Tanzania. With this brief background, the purpose of this letter is to introduce to you **Ms.MWAJA, Sarah A, Reg No: PG201705976** pursuing **Master of Human Resource and Management (MHRM)**. We here by grant this clearance to conduct a research titled **"The Influence of Rewards on Employee Motivation at Work Place"**. She will collect her data at your office from 12<sup>th</sup> August to 30<sup>th</sup> September 2021.

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,  
**THE OPEN UNIVERSITY OF TANZANIA**

Prof. Magreth S. Bushesha  
**DIRECTOR OF POSTGRADUATE STUDIES.**

**Appendix III: Research permit letter**

**THE OPEN UNIVERSITY OF TANZANIA**  
*Directorate of Research, Publications and Innovations*

P.O. Box 23409  
 Dar Es Salaam  
<http://www.out.ac.tz>



Tel : +255 -22 2668992/2668445  
 Fax : +255 22 266230  
 ext.  
 Email: drpi@out.ac.tz

Ref. No. OUT/DRPI/RC/07/2021

Date: 23<sup>rd</sup> August, 2021

DHRM  
 The Open University of Tanzania,  
 P.O. Box 23409,  
**DAR ES SALAAM**

Dear Sir/ Madam,

**RE: RESEARCH CLEARANCE AND DATA COLLECTION**

This letter is written to allow Ms. Sarah Mwaja from Open University of Tanzania, to collect data at The Open University of Tanzania, and write a report as a part of her study programmes.

Her research title is "*The Influence of Rewards on Employee Motivation at Work Place*" she will collect data at your area from 12<sup>th</sup> August, to 30<sup>th</sup> September, 20201.

It is my hope that Ms. Sarah will be accorded the necessary cooperation in relevant departments.

Yours Sincerely,

Prof. Emmanuel Kigadye  
**Director, Research, Publication and Innovation**  
 cc DCV-ACADEMIC  
 DVC-RM